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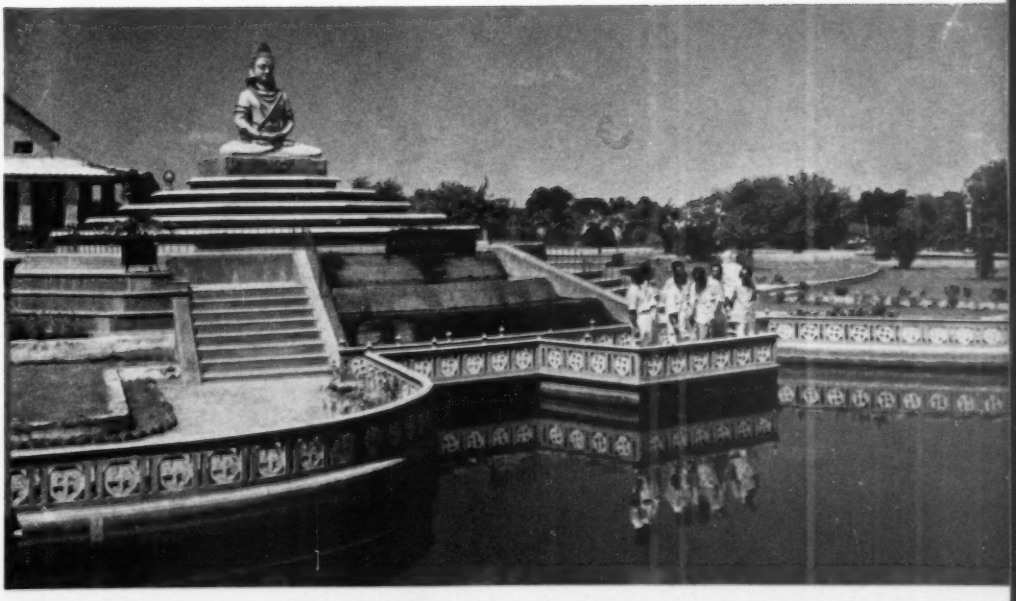

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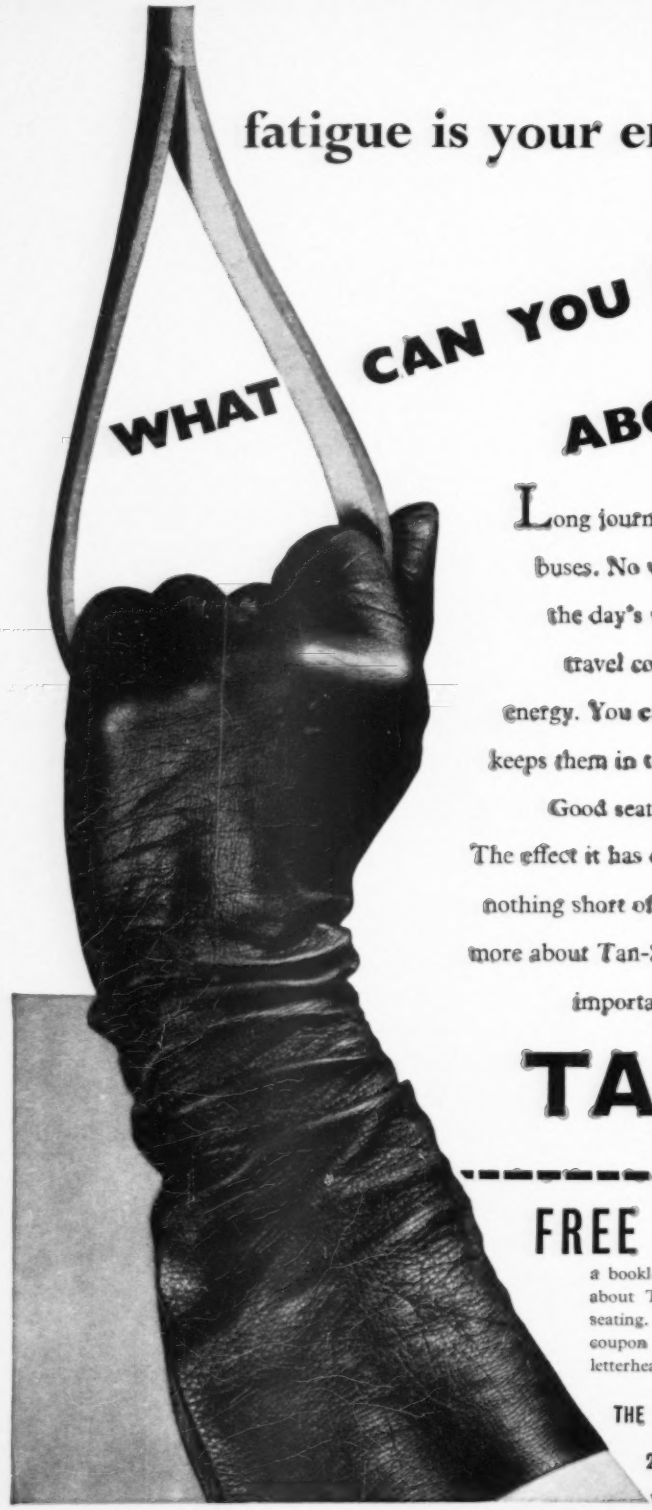
Give overseas reps an easy passage



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Personnel Management and Methods

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August, 1961

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news and comment

by David Fleming

GLAD news, indeed, that the Truck Acts are acknowledged as substantially out of date. But what worries me in the Karmel Committee's report is the background against which its proposed modifications are set.

The members of this committee point out that they have been unable to obtain any figures to show that there is sufficient joint-negotiating and consultative machinery to protect workers against abuses. Worse still, they claim that, even where such machinery exists, it is largely unsuitable to deal with all the difficulties that might arise.

Is this really an indication of how far we have come in 21 years (the last statute bears a 1940 date-line)? In times when many people are, with some justification, questioning the role of the trade unions, it does our case no good at all to have these industrial skeletons dragged out.

Admittedly, the Karmel Committee began its deliberations some two years ago. Some improvements may already have taken place. But it seems a ridiculous situation to have once again to resort to punitive legislation in order that a free, 20th century, industrial society may run smoothly.

LONG-TERM planning: I should think we have all had a basinful of advice on this particular topic in recent weeks. In last month's PM & M, Ted Fletcher had some sound advice to give: and, in Parliament, the Left has crowed anew.

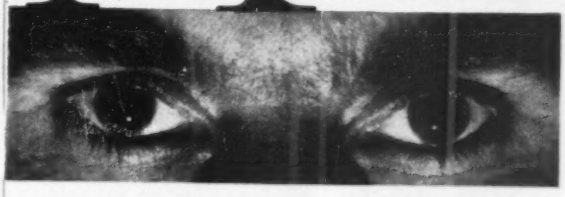
For some odd reason, we always tend to think of it as a 'revolutionary' concept. But, surely, all managements have appreciated the argument for years. That's why we talk so much (and so increasingly) about delegation. If a manager cannot withdraw from the daily activities of his business to study developments and to investigate trends, the firm is unlikely to survive for longer than it takes to fulfil the next order.

A SENIOR engineer in a company answered a stock interview question: "What do you think makes a good industrial scientist?" with "Salesmanship, in the first place . . ."

Mr. Heinz Goldmann, the leading European consultant who has recently joined forces for sales training with the Marketing Development Company, reversed the answer and applied it to salesmen. They are not, he said, professional enough to compete with buyers who generally have the advantage in terms of education, intelligence, personality, technical knowledge and status.

Somehow a different kind of person has to be attracted to selling as a career. The image of the "commercial traveller", a figure of almost Rabelaisian unrespectability,

A welder's eyes must be protected



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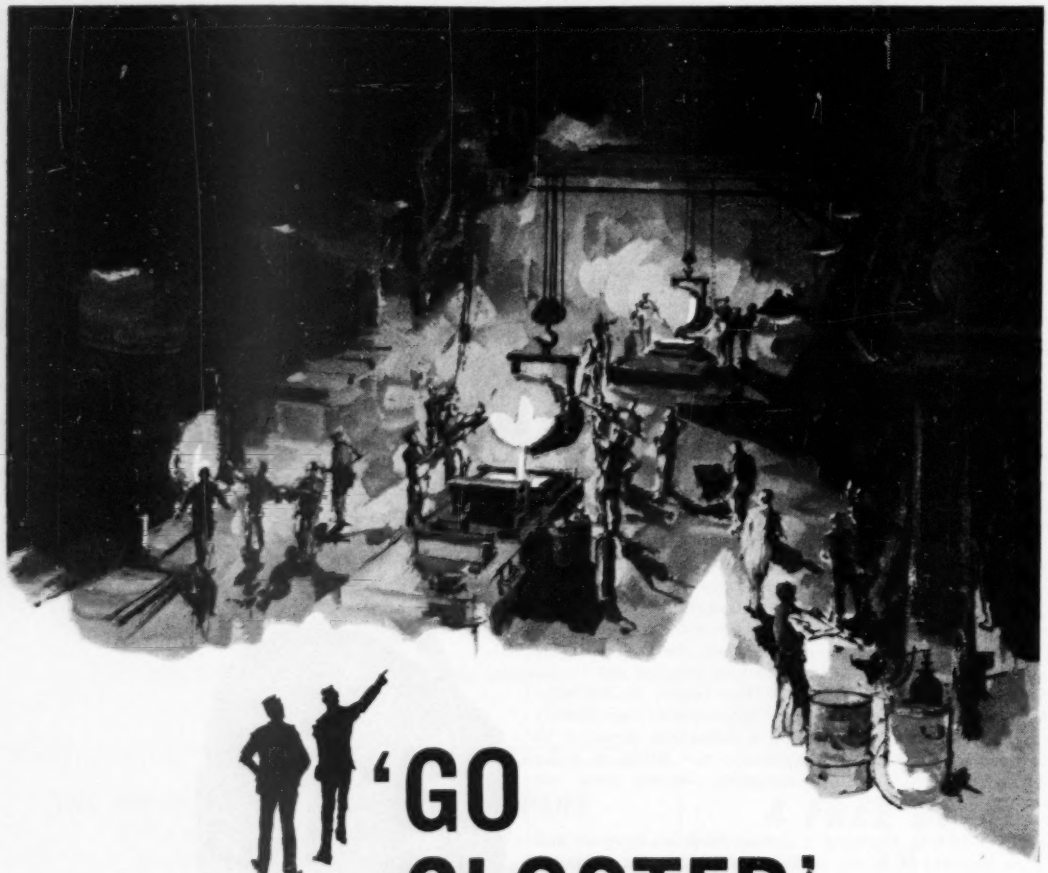

'GO GLOSTER'

said the Safety Officer

More accidents—work standards lower. "Who's to blame?" "You can't blame the men, sir," answered the Safety Officer. "They try to keep to the safety rules." "Then what's the cause?" asked the Managing Director. "Trolley Service in the tea breaks. The men look out for the trolley—their minds are off the job—and when it comes there's a rush. Work is hastily finished and guards are sometimes left off machines. That's one cause of accidents and poor workmanship." "But the men must have their tea." "Agreed," said the Safety Officer. "And I say 'Go Gloster'. With Gloster automatic vending machines they can buy Tea, Sandwiches, Snacks, Soup, Cigarettes. Everything they need, just when they need it most. Gloster venders save machine time as well. Let's 'Go Gloster' I say!"

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A MEMBER OF THE HAWKER SIDDELEY GROUP

by David Fleming

news and comment

living by and from a suitcase, is still unfortunately all too prevalent. The other half of this 'nation of shopkeepers' has always rebelled against being sold anything, especially the idea of salesmanship.

But, now, selling is tough and has become the key problem in our industry. Status in this case is not a petty question of carpets and window-sizes. For personnel managers, it means setting higher standards in recruitment and in training and seeing that the level of remuneration rises accordingly.

AT the end of November, executives will assemble for the third annual conference on their own health problems. I am not of the fraternity which holds that an executive has enough on his plate, without worrying about his physical and mental well-being. If any manager, especially a personnel manager, lets his job or his personal fads impair his health, then he is failing in his duty to the firm.

When poor industrial relations press against weak spots in industry, personnel managers have the added responsibility of keeping themselves in fighting trim. I hope to see more of them at the Health Conference this year.

THERE seems to be growing discord about paying the rate for the job at management level. As we all know, British Railways went out of its way to pay the rate for the man when it hired Dr. Beeching.

But you must be consistent in this matter. Not like the managing director who recently asked me what to do about a stream of his own middle managers who came to his office with the threat of resignation, unless he countered bids they had attracted from rival firms.

My advice to him was that, since he accepted that you pay a man what he individually is worth, he could do nothing but give in—or lose his men. Not a very palatable solution: but you cannot have one head for recruiting and a different one for promoting.

I END, this month, with a poser. Are scientific techniques such as job-evaluation and merit-rating, as practised by most firms, all that scientific?

For example, if you evaluate a particular grade as being 'scientifically' worth £X a week, do you offer that sum to anyone applying for the job? Or, on the other hand, would you be prepared to add just that little extra to make the wage competitive with the money being offered by other firms in the area?

People are questioning the value of other objective statistics, such as national indexes. These too are weighted to give a 'true' picture. Perhaps, after all, every scientific technique should be considered, not as the provider of the ultimate answer, but as a discipline: a formal guide to the foothills of more practical solutions.

SENSIBLE SAFETY

Everybody understands why dangerous animals have to be kept behind bars, and so instances of people being injured by caged wild animals are fortunately rare.
Moving machinery and tools can also inflict serious injury, and it is no less important than these, too, should be securely guarded and fenced.

For sensible safety—insist on

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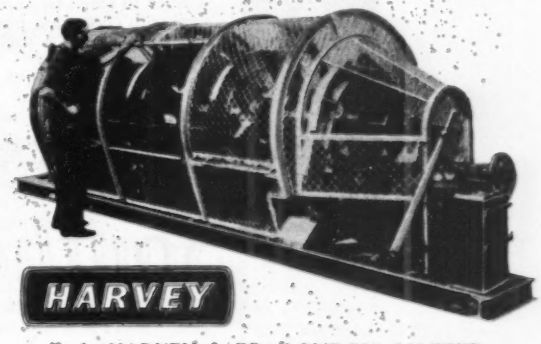

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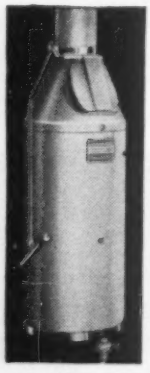

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Foolproof in operation, this incinerator is cased in white vitreous enamel steel with chromium-plated fittings. Gas consumption is slight and disposal is thorough.

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ANOTHER S&N PRODUCT

Personnel Management

IN PRACTICE

by Owen Lloyd

IN far too many cases, labour is 'converted' to staff on a piecemeal basis; first, extra holidays, followed by the provision of a good pension scheme; second, maybe, the abolition of clocking-in.

Starting last month, all hourly-paid workers in the six factories of **Adrema Ltd.**, East Acton, are on the staff. They have been given all the benefits mentioned above at the one time. This means they will have three weeks' holiday with pay; participation in the existing staff pension scheme; and they will sign-in as staff.

The holiday must be taken in complete weeks consecutively or as a fortnight and one week later. This is a gesture to production which will still maintain its continuity during the 'off' period. But it does not interfere with the family aspirations of many families who, according to the firm's managing director, **Mr. Eric E. Jones**, "are receiving wages that enable them to take their holidays abroad".

The company does not regard this as pandering to employee demands. Mr. Jones has remarked that "to improve on our already good standard of production per head, we require to give a break of the duration advised by progressive personnel consultants in industry". He also adds: "when there is little difference between financial status of workers and staff . . . outdated distinctions . . . merely create friction in working, and should be superseded by a modern approach to people".

In welcoming the improvements, trade union shop stewards have acknowledged that they give supervisors increased responsibility as far as time-keeping is concerned.

★

MAYBE that worker-management unity is best cemented outside the factory gates. That, at least, was the hope of four companies in the Fawley area.

Representatives from trade unions and management in **Esso Petroleum Co. Ltd., Monsanto Chemicals Ltd.**, and two other firms have jointly tackled research into a sociological matter. 'Work and leisure—what do they mean to people working in the area; and how has industry affected life in this previously rural part of the country?'

Naturally, the main task was to gather and to analyse information. However, it appeared that, through having a common ground, unrestricted information and a clearly defined objective, both sides became aware of "a spirit of mutual trust".

It is also refreshing to encounter a group such as this whose members are really prepared to discuss 'work'.

★

AN effective method of increasing individual and works productivity has recently been proved by **N. Corah (St. Margaret) Ltd.** In their fancy underwear department, staffed by a high percentage of young people, management found that only 49 per cent of the operatives were earning the standard rate per hour.

This has been substantially raised to give a current (but increasing) figure of 73 per cent. Other departments showed increases of 13 and 14 per cent. Each girl below the rate was interviewed by the production manager who endeavoured to explain how management was trying to 'help the operative' towards higher productivity.

Having found out the individual's particular problems, he then placed her in one of various categories:

- Wanted further tuition from the training centre
- Had domestic, illness or other problems
- Performance affected at times through variations in production flow
- No apparent problem, but never reached a decent wage.

It was then decided what action to take to help each operative in each group, and how to go about it. Improvements were gradual; but, most important, they were reflected in the performances of staff already earning high wages, as well as in the achievements of poorer earners.

Commenting on the results, **Mr. H. P. Corah** says in the Company house journal: "From the start we have tried to associate the campaign with two things. First, that it is better to help than to criticize, and second, that we only expect a speed of work that is 'reasonable' to each individual according to her age and ability".

★

HOW many of your employees want to 'educate' themselves in business affairs? Should you do anything to help them?

The management of the Castle Bromwich factory of **Fisher & Ludlow Ltd.** are supplying a newly-formed staff Library Association with some 10 business periodicals. A further 10 will be bought by the members themselves.

A spokesman for the 25 staff subscribers said: "We aim to keep ourselves up-to-date through publications to which, individually, we would not normally have access". The management has set aside a lecture room for the association who will use it as a reading study.

Membership is limited to 25 at present, although this figure is open to review, should demand warrant it. The weekly subscription for each member has been set at sixpence.

By supporting a venture of this kind, surely most managements would break down the 'trust barrier'. Even more so, if they were to encourage shop-floor workers to form their own 'education' group.

★

IF a lack of suitable housing cripples a firm's recruitment prospects, drastic steps are obviously needed. **Westool Ltd.**, electrical engineers at St. Helen's Auckland, Co. Durham, are offering houses and bungalows for sale to their employees.

The only accommodation available up to the launching of this project (60 separate properties), has been that built by local authorities. Council houses are available to 'key workers' only. Since salesmen, foremen, technical correspondents and similar men at middle levels, do not come within this category, the firm decided that it would make its own arrangements in

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IN PRACTICE

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Apart from providing a necessity to the middle levels of staff, this project is open to apprentices once they have reached the age of 21. "When apprentices participating in our schemes get married, they have nowhere to live", explains managing director, **Mr. Angus Hunking.** "They cannot rent or buy houses. Our scheme is intended to help them".

Twenty-five per cent of the firm's employees are women. This house-purchase offer is open to them, since, unless their husbands can obtain property locally, they will leave the area.

The 60-house estate now planned (20 have already been sold), is only the beginning of the firm's development in this activity. It is understood that they are thinking about a larger, 300-house scheme, nearer the factory. This would be an ideal size for the setting up of a real community, with its own shopping and social facilities.

★

IF there was ever any doubt that co-operation between management and trade unions could have positive results, it is dispelled by the announcement of the safety competition results at the Treforest ceramics factory of **K.L.G. Sparking Plugs Ltd.**

One in every five of the 400 employees submitted an entry in the competition for a safety slogan. A representative of the management regarded this as "a remarkably high percentage of active participation". He adds: "It is a clear indication that the sustained safety campaign in this factory is achieving results".

In paying tribute to the co-operation of the trade unions, he recalled that, during the past three years, the number of reportable accidents had declined by 30 per cent, by 40 per cent and, in 1960, by 60 per cent.

WITH the introduction of increased mechanization and automation, it has been said that workers no longer have control of output. At the same time, production is increased and manufacturing costs are reduced.

One firm to realize that this is so has been **Formica Ltd.** At their Tynemouth factory, they have introduced a new advanced bonus scheme for hourly-paid employees. In place of the existing incentive bonus payment that was based on small groups of workpeople, a 'High Day Rate' of 22½ per cent will be added to the basic wage, together with a smaller variable incentive bonus.

This variable is to be calculated in terms of much larger groups of workpeople than under the former system.

★

THERE is more in teledictation than meets the ear. In the new **Shell Centre,** when it is opened, there will be a centralized dictation service where disc-type recorders will take down letters from staff using special telephones throughout the building.

But Shell have recognized that a person—especially the dictator—cannot convert from face-to-face shorthand letter-giving without some knowledge of the difficulties and peculiarities of the new mechanical system. Consequently, they have established a special training unit to provide instruction and practice for those who are not familiar with the technique.

What will the pre-training achieve?

- Letter-taking will be smoothly introduced as soon as the system is started.
- The supervisor of the dictation service will not have to remonstrate with executives.
- Trained audio-typists will be used at their most efficient level.

Firms adopting similar systems would be well advised to effect their own training before it is installed. Those who continue with shorthand dictation might also consider a refresher course for the dictator.

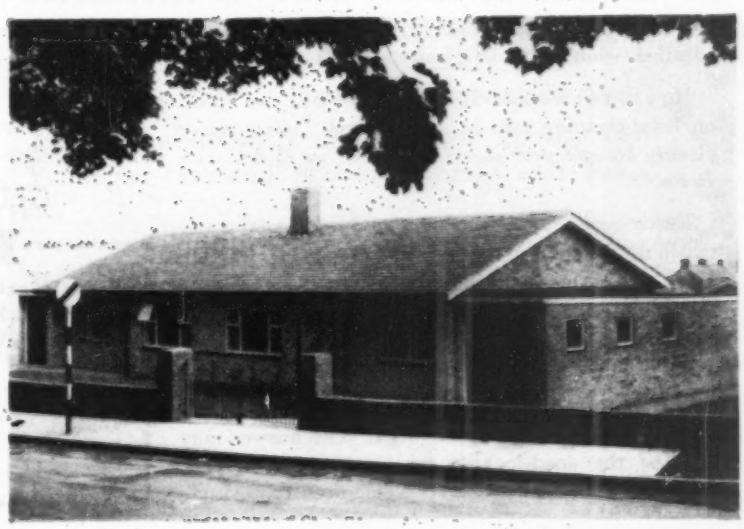
★

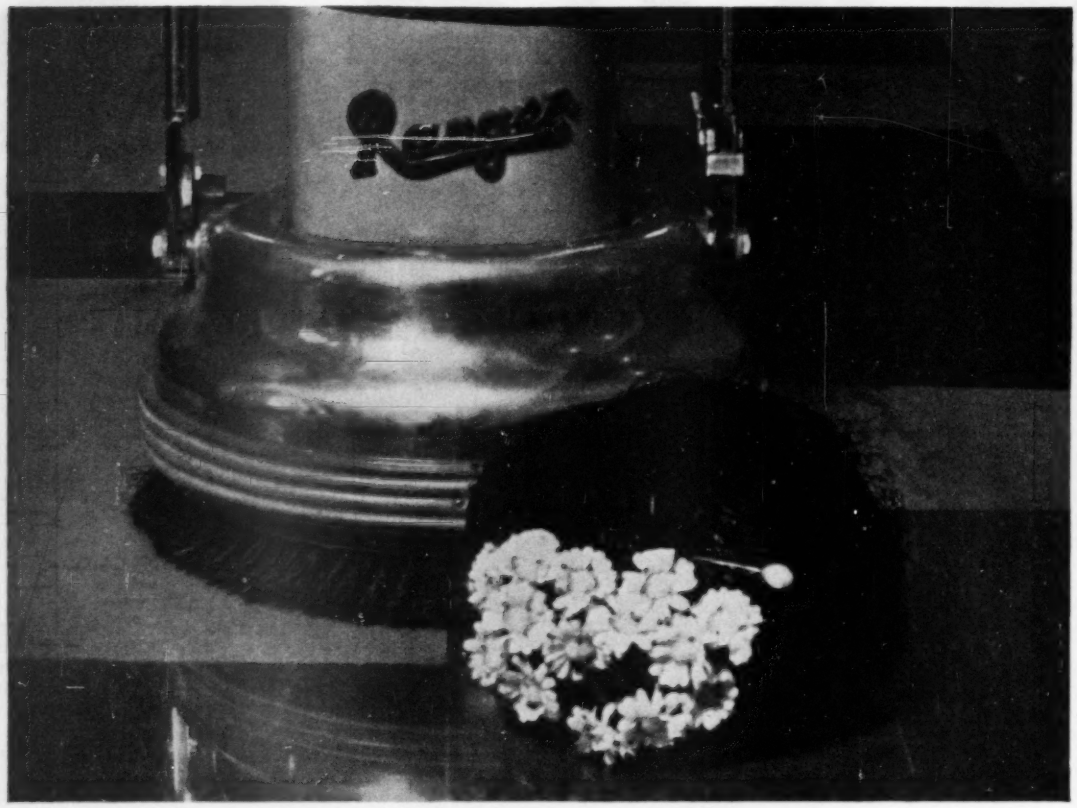
SAFETY requirements are often included on the job-card as an essential part of the instructions for a particular task. A new variant on this theme has been introduced by **Albert E. Reed & Co. Ltd.,** the paper-makers.

To catch the operator's eye, job-cards have a safety slogan printed round the outer margins. A safety officer commented: "Why waste that space? I have seen men deliberately twist the card round to read what was written on it".

It certainly could have more impact than posters on a neglected notice-board; or be more predominant than an oil-covered machine-guard notice.

At approximately £2,300 each, these semi-detached bungalows, provided for purchase by employees of Westool Ltd., are not tied to employment





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In short, for a floor you can be proud of, at a price you can afford — it's time you got in touch with Resco.

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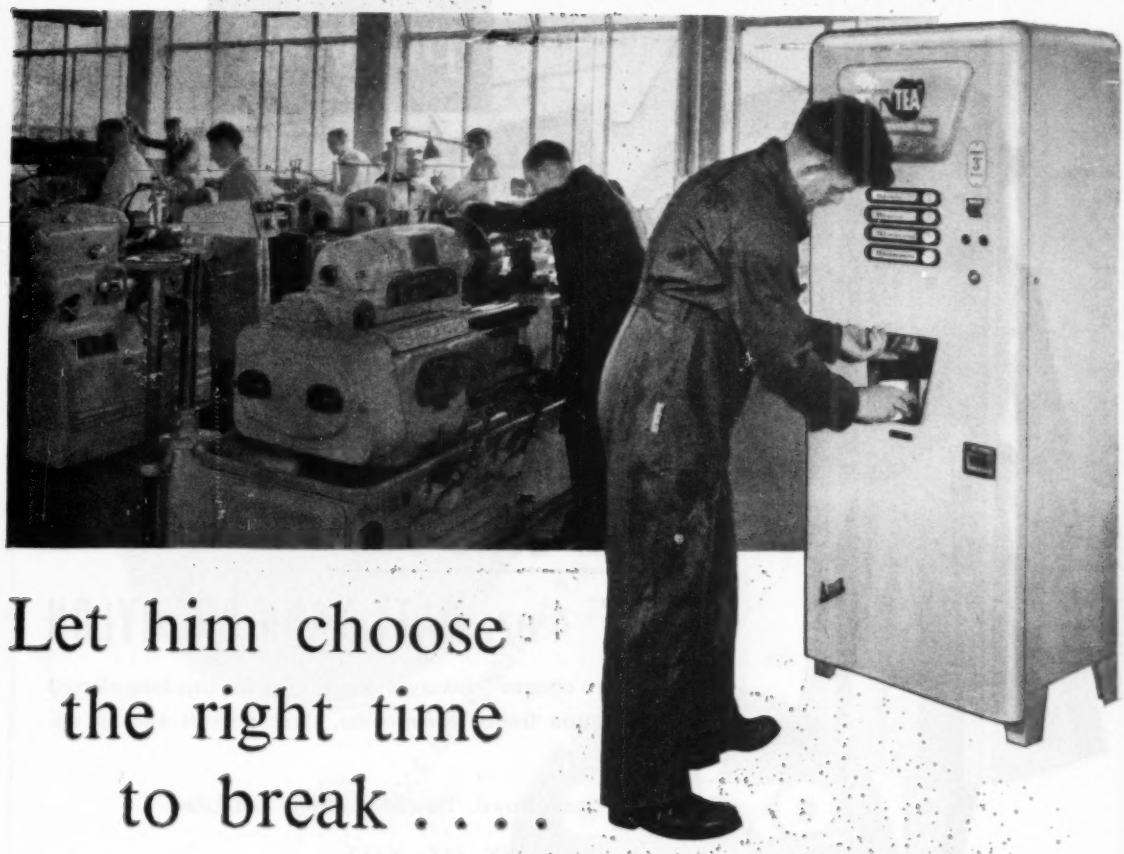

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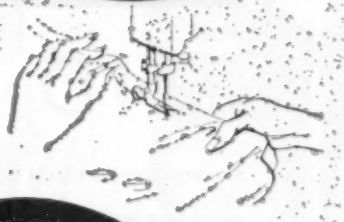

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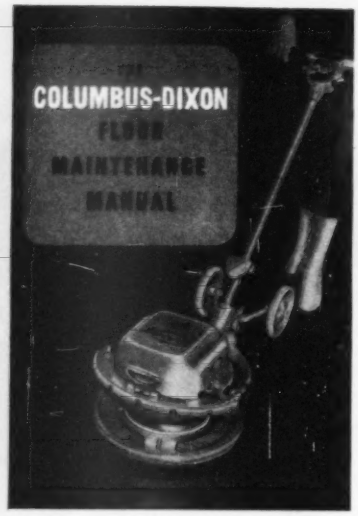

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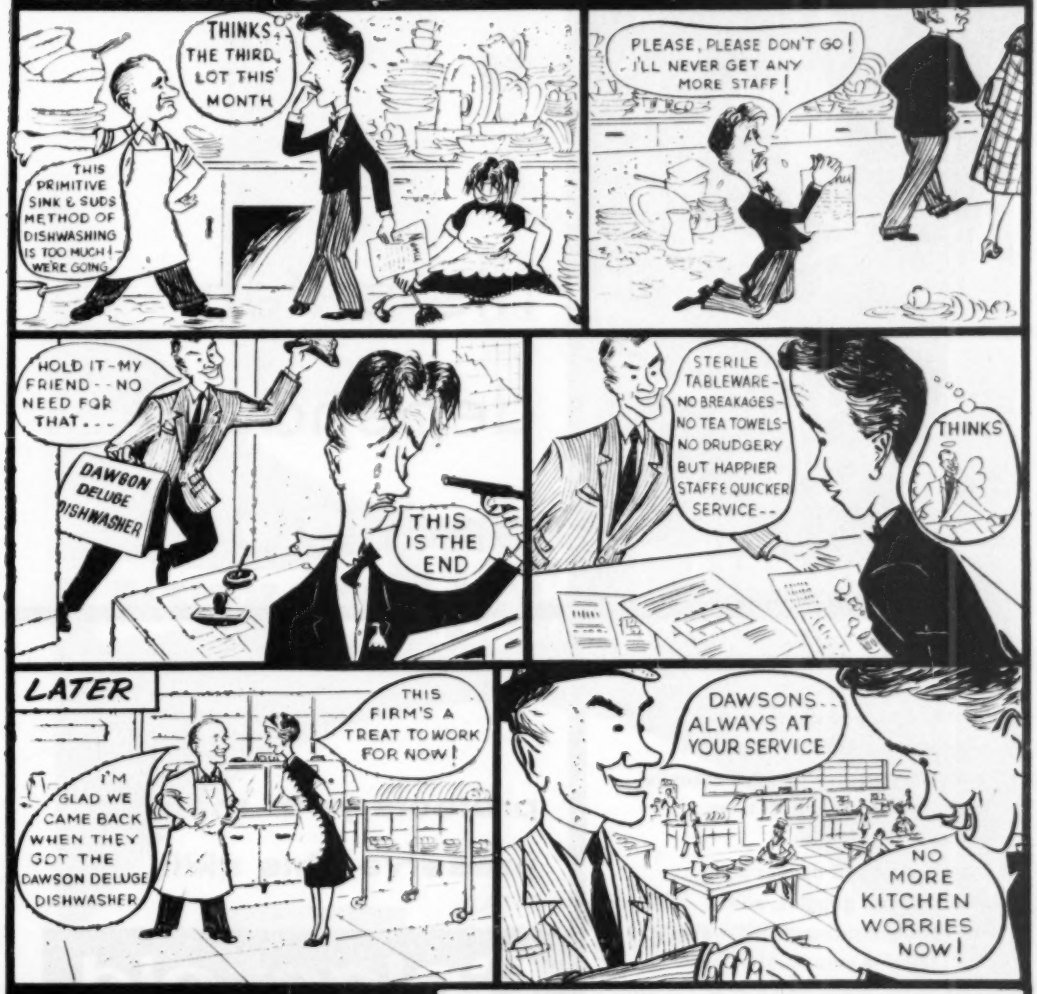
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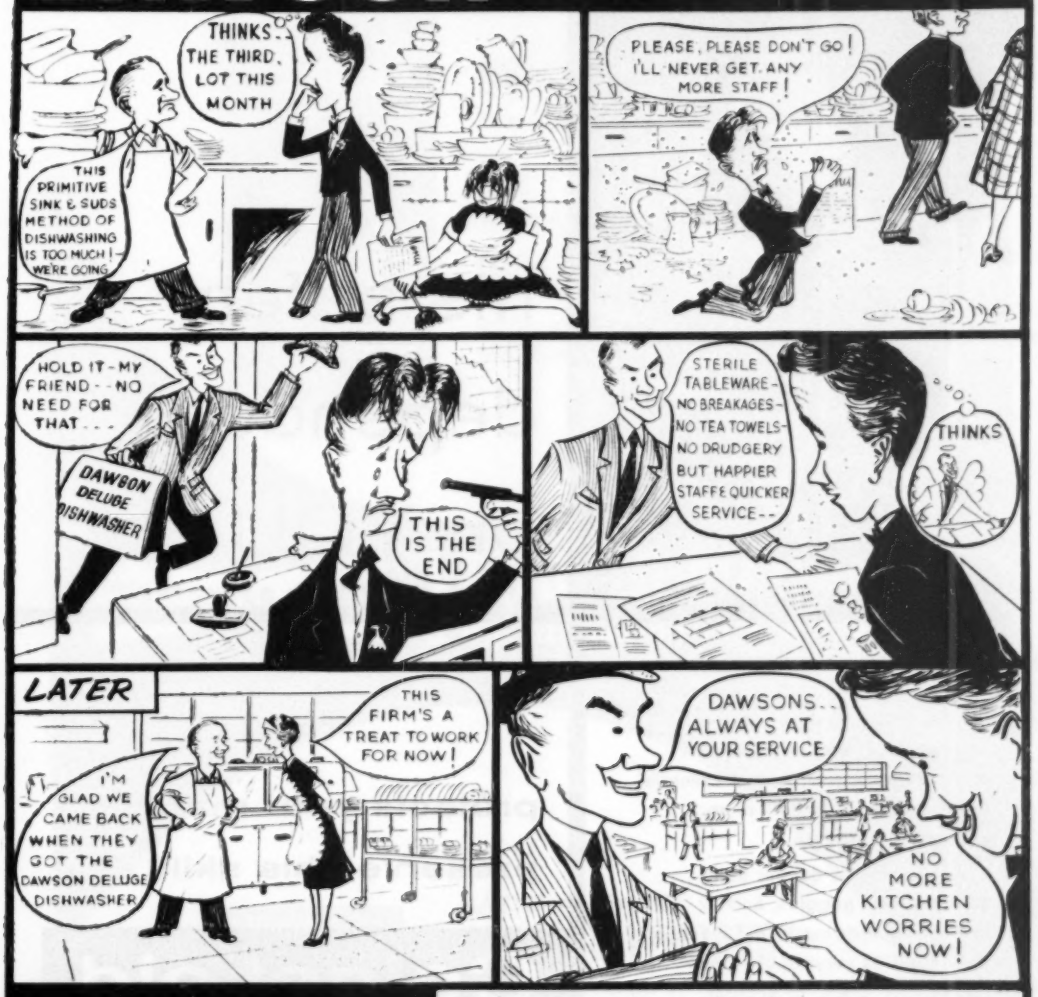
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Letters to the Editor

Sir,

No, Technicuss! You are firmly clutching the wrong end of the status stick. Employees are not seeking improved status because their material needs are satisfied. It is not because we have never had it so good that people are growing ambitious for rank and dignified labels.

As William Whyte, the Organization Man himself, suggested when he was over here recently, we are getting orientated away from work just like Americans. And just because the need for higher wages is not quite so desperate these days (the priorities are not so well defined in people's minds), higher status is one prize acquisitive people value and ask for. Material prosperity is only relative anyway.

Job applicants rarely begin by saying that they write in because this is the work they want to do—more than anything else. Every day I see more and more applicants who stress the feelings that "I feel sure I would be happy in your firm" (the acceptability pitch), "I know that the position will offer great possibilities for promotion" (displaying proper ambition), and "Would very much like the opportunity to show my ability" (the trial offer). Who wants to do a job these days because it is the work someone likes and enjoys? After all, work is a privilege—an activity that enables us to grow as individuals—as well as an unavoidable necessity.

I think that Technicuss is wide of the mark. People are not going all out for status because there is a shortage of sharpening stones or of challenges. People are simply after all they can get, because the political and industrial atmosphere has been polluted for several years by undisguised materialism.

ARTHUR CONDON.

Fallowfield,
Manchester, 14.

Sir,

Your editorial 'Safety Starts at the Top' (June issue)—or should it have read 'Safety hardly ever reaches the Top'?—is very timely.

The British Safety Council has always gone to the Top—even where there was a safety officer. This put one or two die-hards' noses out of joint, but even they have now realized that getting the Board's attention is in their interests, and even more important, is in the interests of the company's safety.

It is amazing how many directors still think of safety in terms of unwanted factory inspectors. It is regrettable, but fact. I feel that the Government would help the cause of industrial safety if they were to employ a public relations consultant to change the 'image' of the Factory Inspector. A start could be made by changing his title to 'Safety Adviser' or 'Safety Counsellor'.

When in Canada and the USA recently, I was amazed to see so many company Presidents at the Safety Conferences. Their attitude was "How can we expect our people to be interested in safety unless *we* show our interest?" The Managing Director of a company, removing a few hazards himself, would not lower his status. It would make people realize that, in his eyes, 'Safety Matters'—even to the extent of shifting a piece of steel tubing out of a gangway himself.

I think that some of your ideas are impracticable and even undesirable, but you are right in your campaign to get Safety to the Top. It should be item No. 1 on the Board agenda, not something that might get a mention under 'Any other business'.

LEONARD D. HODGE,
National Director.

British Safety Council,
60 Westbourne Grove,
London, W.2.

Sir,

I was concerned to note that, in your July issue, our *Clerical Salaries Analysis for 1960* is described as being out of print.

It may have been that, when Mr. Sinclair (the author of 'Are Forewomen Underpaid?') checked with his office as to its availability, it was being reprinted. Copies are, however, still available.

J. L. COUSINS,
Secretary.

Institute of Office Management,
56 Victoria Street,
London, S.W.1.

Sir,

I was interested to read Mr. Bates's Communications Survey in your July issue. In particular, I would like to express my wholehearted agreement with the office manager he mentioned who "would refuse to attend meetings if there were no published minutes."

There must be many middle managers, like myself, whose loyalty is stretched to breaking point by an incident of this nature. We are not so hard pressed that we cannot accept extraneous tasks. But we do rebel against recriminations for some 'oversight' which was not ours to attend.

Need I say that I am bringing this particular article to the attention of our next management conference. That will be another test of communications.

MIDDLE MANAGER
(name and address supplied).

Sir,

Sometimes I suspect that the phrase 'human engineering' is one of those dreadful label-devices, parading as the panacea for all the unformulated problems which shelter under, and are obscured by, its umbrella.

However, in Mr. Fletcher's article in the July issue of your journal I caught his meaning. Human engineering is a plea to break away from the individual, subjective problems which crowd our days; and to devise, from an empirical basis, structures and systems of organizations which may remove the problems at their source.

The burning question is: who is to undertake the research and planning for such construction—the Government, universities, consultants, or personnel managers?

Mr. Fletcher views the personnel manager's job as simply keeping the peace in *status quo*, and in all too many cases this is true. Most of us lack the time and resources to conduct research and plan far ahead. Somehow, though, the job will have to be accomplished by us. I cannot believe that the Government, universities, or consultants are, in human engineering terms, in the appropriate structure to do it half so well.

ELLEN PRAGER.

Coulsdon, Surrey.

Does Lord Lud still use the Club, Fortescue?

Indeed, Sir Henry. He is, at this moment, recumbent in his usual armchair—asleep.

I am glad to note, then, that he has conquered his infernal habit of snoring...

On the contrary, Sir Henry. It is *we* who have conquered his snoring! Cast your mind back to the last Committee Meeting... when I was largely instrumental in getting it agreed that Cullum instal their Acoustic Tiles in here...

Ah yes... Cullum, the tile people. I had already formed the impression this ceiling looked unusually appealing to the eye. And Gad... you mean Lud is snoring now?

Precisely, Sir Henry! But Cullum Acoustic Tiles *control* the sound. Cut down *unwanted* noise. Ensure that air of 'padded' peace and unruffled calm.

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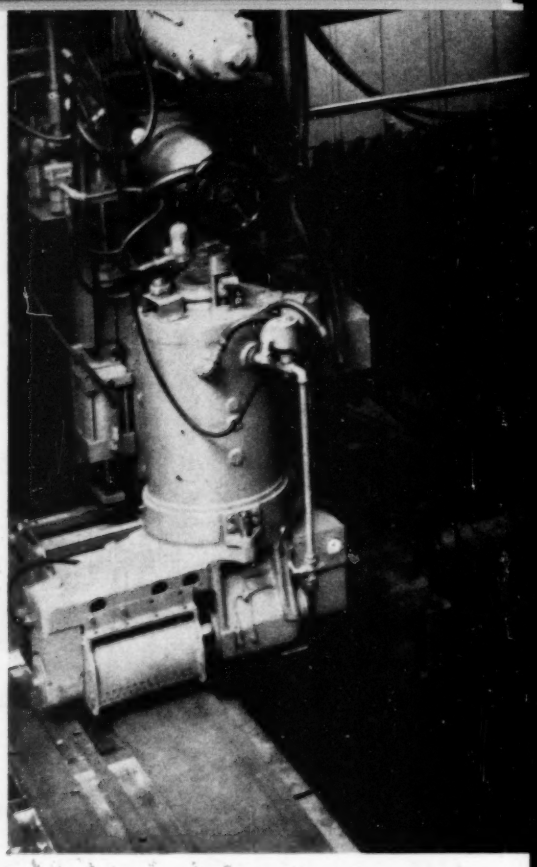


The operative of the future will need powers of concentration that he does not exercise at present

Automation Picks New Masters

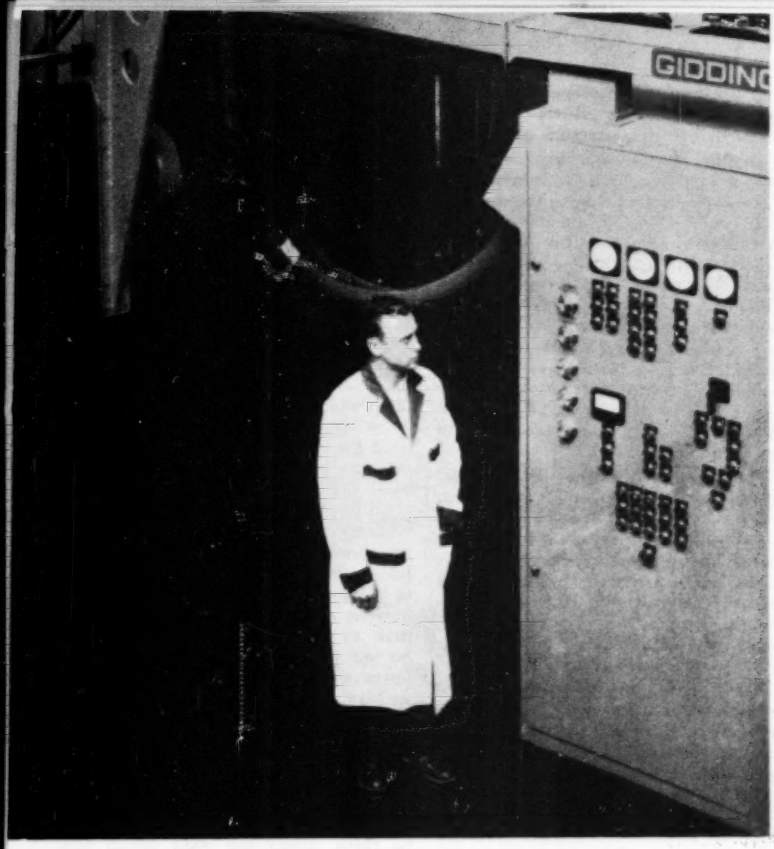
A major re-shuffle of status and responsibilities is forecast for the factory and office of the future

by Howard Griffiths

THE advent of automation used to frighten all concerned with industrial relations in much the same way as the prospect of a visit to my dentist affects me. Only when the pain becomes intolerable am I able to hail the white-coated bogy enthusiastically as my friend.

The same sort of elation in anticipating release from agony characterized the British Conference on Automation and Computation at Harrogate on the social and economic aspects of automated industry. Our industrial toothache is acute. Daily, we are confronted with warnings of an economic decline, stemming largely from the disease which permeates our industrial relationships.

After vain soul-searching, the temptation is to conclude that the fault must lie with somebody else and to join the self-defeating round of mutual recrimination. Automation, as presented at Harrogate, offered the salvationist hope of a fresh start. A revolution in technology could imply a revolution in human relations and when things are



bad enough we abandon our natural conservatism to welcome revolution.

The spread of automation is dictated by economic necessity. Our productivity even now is unhealthy when compared with that of our competitors. Since their populations are also increasing more rapidly than our own, we are dependent on making better use of machinery to improve the situation.

Yet, the technical revolution which we need is much more likely to be evolution: development and production of the necessary equipment will take time, as will the adaptation of people to change; their acceptance of, and training for, new roles; the adjustments required in organization; the gearing of the whole human enterprise to new circumstances.

This movement, whatever its pace, requires forethought. To help our plans, it will be useful to form an impression of our destination. The picture of an automated industrial society which follows, pieced together as it is from the comments of the various conference speakers, is a tentative exploration of what the future may hold in store.

Fewer operatives will be required; but increased productivity should absorb these men into ancillary services such as stores and distribution. Alternatively they may join the growing body of clerical workers feeding management with the information according to which automated operations can be regulated.

Away from it all

The biggest change will be in the everyday working roles of individuals. For example, the man on an automatic production line will have nothing in common with the man who carries that title today. Sitting in comparative isolation, removed from almost all physical contact with the actual process, he will monitor the performance of a costly battery of equipment. His time will be devoted to making a note of dial-readings and perhaps keeping a log of the day's running.

At all times he must be keyed-up to take rapid corrective action, intervening in the process whenever anything goes wrong, so that his attention and concentration can never falter. The sort of man likely to suit the job will probably be young, adaptable, easy-going enough to sustain the strain of isolation and the long periods of inactive waiting, and not liable to panic in moments of crisis. Not all workers will feel able or willing to take on such a role, especially if they are advancing in years; and the problem of retraining and redeploying such employees has to be thought out from the very beginning.

The speed with which the operative will have to react at critical moments will make supervision impracticable at the only time at which it would be at all relevant. So, shop-floor supervisors will either disappear altogether, or they will be replaced by men able to provide technical advice on operations at a level somewhere in the area of the professional engineer. Consultation, not command, will be their function.

Maintenance men will become key workers, for it is on them that the factory will rely for peak efficiency—high production being the consequence not of any human physical effort but of smooth-running machinery. It is here that the new race of technicians will take its place in industry.

The emergence of a technological élite, whose numbers and importance will grow as the numbers and importance of production workers decline, must have an effect on the pattern of wage-structures. The fact that the services of maintenance workers will determine, before all others, the level of productivity should mean that they (and whichever union takes them under its wing) will become dominant in wage negotiations.

This is the most probable development but it is not the only possible one. Growth in the numbers of clerical and administrative workers has been a continuous trend ever since the turn of the century. With the advent of automation, one of the main places in which the displaced production workers will be accommodated will be the swollen ranks of these 'white-collar' employees. Dr. T. Lupton of the Birmingham College of Advanced Technology, following the trend to its logical conclusion, has said that it is not unlikely that in the future all our semi-skilled labour will be clerical.

With such numerical power, a union of clerical workers could take the lead in negotiation. But, as a body, 'white-collar' workers have an unimpressive

history as regards unity or organization, so that it is probably closer to the truth to assume that the initiative will come from a more cohesive body of maintenance men. If this happens, it will sound the death knell for piecerate payment and for all other bonus systems tied to productivity and tailored to fit the particular character of production workers in a particular factory.

Slamming the incentive door

Incentives designed to encourage personal, physical effort become totally meaningless in the context of automation, where productivity is highest when there is least human intervention. The rational way of paying for technical knowledge rather than physical effort is by a reasonable time-rate.

Also, because of the eagerness of managements to set and maintain standards, and because of the sense of professionalism and cohesion with his colleagues which the maintenance worker will derive from possessing established qualifications, it will be possible for time-rates to be negotiated on a national basis. Once realistic time-rates are set as the wage pattern for industry as a whole, current absurdities on the industrial scene, such as superfluous overtime as an artifice to fill wage-packets, could disappear.

All this might be interpreted as the development of current trends, as could another alteration in industrial attitudes which automation will make more urgent—the end of the distinction between staff and works employees. It is silly enough now that a typist with a few months' service should receive privileges denied to her loyal father on the factory floor. It will become even sillier if, as Dr. Lupton said, all semi-skilled labour is concentrated in our offices, while skilled technicians reign in our factories.

Reduction in hours is likely to follow more from removing the necessity for unproductive overtime than from any real reduction in work hours. Possibly, shift-working will become more widespread in order to utilize expensive machinery to its maximum capacity.

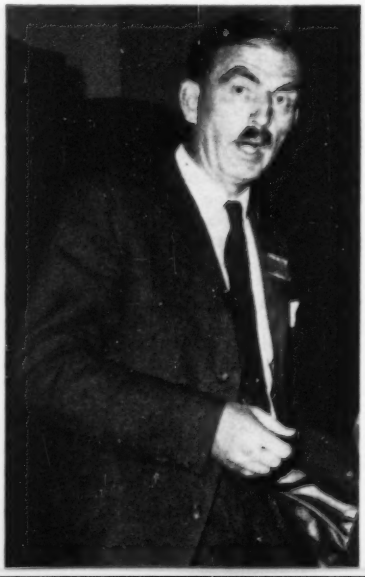
"In the automatic factory, there will be gradations of technical knowledge and responsibility for equipment . . . and the distinction between 'manual' and 'white-collar' work will become less and less meaningful".—HUGH CLEGG

Changes in the working roles and attitudes of individuals cannot take place without alteration to the organization embracing them. Nowadays, bureaucracy seems to be stifling the larger firms. Conditions have been stable for so long (and procedures and policies so well established) that management has become control according to a book of comprehensive rules. We recognize the shortcomings of such a system only when material technology suddenly puts on a spurt, as it is now beginning to do, along the road to automation.

The strict delineation of responsibilities which characterizes a bureaucracy means that all new problems posed by the new situation have to be passed up for consideration. The man at the top is irritated to find himself suddenly deluged with requests for decisions. That is why, today, there is such a profusion of talking and writing on how to delegate authority.

At least in the transitional stage towards automation the organization needs to be flexible, with the responsibility for decision-taking decentralized. Managers at all levels must have a broad understanding of the operations of the firm as a whole. They must have access to information available in the bureaucracy to only a few men at the top. The trend has to be away from the mystiques of specialization. In the unstable conditions of a technical revolution the less rigid the body, the less chance there is of its disintegrating.

Later on, in the final stage of automation, it will be possible to stabilize the organization once more. In fact,



Dr. Lupton envisaged this period as an era of even tighter control from the top than is the case now. A certain amount of the discretion allowed middle managers is a consequence of the fact that adequate information is not available to top management—so they feel that the 'man on the spot' is likely to know best.

Specialists are employed because the collection and analysis of information is arduous and its incomplete nature requires that the guesses should be made by experts. Integrated data-processing eliminates the complexity of analysis and, by increasing the fullness of information, diminishes both the need for specialists and the latitude in decision permitted to middle management.

This process will probably be accompanied by a centralization of clerical activities, with control over employees taking the impersonal form of the need to prepare work according to the peculiarities of electronic devices rather than to the directions of supervisors. So we can expect a decrease in the lower supervisory levels and a slight increase in the upper middle group of managers. The few top executives will have more detailed knowledge of, and much firmer control over, the operations of a concern.

If, from all this, we have some idea of where we are going, we can begin to think about the road which will take us there. The first thing to do is to make sure that we know the occupational and social structure of our organization at present. Otherwise it is impossible to calculate the effect of any changes or to plan for the vast programme of education and retraining involved. These are primary needs. Investment of vast capital in the cleverest electronic devices will not improve productivity without equivalent investment in human skill.

The golden rule throughout will be the consultation of workers at every step. This does not mean simply telling people what you intend to do; it means also listening to what they have to say about it. If communication of this kind is a technique which you have to learn from a book, it is not worth having.

Dr. J. M. MacDonald, Chief Medical Officer of the Ford Motor Company, came forward with the best possible analogy for industrial relations when he said: "If a patient comes to you, the best way of diagnosing the sickness is to let him talk and tell you what is wrong himself. It does not do to say as he enters the door: 'Good morning. Sit down. I am about to practise my technique on you!'"

Staffing Gets a Face-Lift

Full employment demands fresh approaches to job-advertising and recruitment techniques. What sort of success are personnel managers having?

by David Hunt

> *"Young man reqd. eng. co. Yorks. wk. accts. Write Box 2317".*

FIFTEEN or even 10 years ago, such an advertisement was sufficient to pull in applicants. They went to interviews, best caps in hand, quivering with eagerness to impress their prospective employers. Pick up a copy of today's *Daily Telegraph* or *Guardian* and you will see at once how completely the emphasis has shifted.

The style and tone of advertisements shows that nowadays it is the personnel managers who are having to sell vacancies to applicants. Full employment makes life harder for the recruitment officer. His problem is how to secure, in the face of intensive competition from other expanding firms, sufficient applications to guarantee that adequate standards are maintained. Personnel managers, adapting themselves to their selling role, are beginning to experiment with new techniques

This J. Lyons hotel is one of many that could partially replace your own interview office

in an attempt to attract the best people at all levels.

The first point to notice is the trend for vacancy advertisements to be handled professionally by advertising departments or agencies. The criteria for good job-advertising consequently move closer towards the criteria for straightforward product-selling displays: the piece has to be eye-catching and be persuasive about the job and the company.

It cannot afford to be anything else when advertising is so expensive. (I was told in one firm with a staff strength of 1,200 that £8,000 had been spent on advertising vacancies in a year.) 'Gimmicks' to hold the reader's attention may be verbal and take the form of the humorous or unusual caption.

One example, which I saw quite recently, leapt out from the page with a startling heading which ran: "Excellent opportunities for DIMWITS do NOT occur in this company". The Morgan Crucible Company some months ago took advantage of a topical film by advertising for sales representatives with a piece which began:

"AMBASSADORS AT LARGE

You could be our man in Havanna". But Mr. P. T. C. Worsley, staff assistant of the Company, made the point that all gimmicks depend on their novelty for success. Response at first was excellent; but, as more and more firms now try this approach, its impact is declining.

Probably more effective in the long run are distinctive visual 'trademarks', such as the British Oxygen

Company's globe encircled with a band which bears the inscription, "A World of Opportunity". BOAC makes subtle capital out of the natural glamour of its business with the sleek 'Speedbird' motif and streamlined lettering of its advertisements.

Somehow the essential climate of an industry and company should be distilled into the vacancy notice. Some personnel directors liaise with company public relations departments to secure also in the institutional advertising schedules some pieces which will show what a good place the organization is to work in. In graduate and, in fact, in all first-job recruitment, this kind of indirect approach can leave a useful impression.

Ring the changes

Additional recent devices are designed to be persuasive by making the actual business of application less of a chore. Instead of requesting men to write detailed personal histories, it is becoming increasingly common to invite applicants to telephone for further information or to drop in for an informal chat on an open-day at the firm's premises or in an hotel.

All personnel managers to whom I spoke were pleased with the results of the telephone technique. The National Cash Register Company, for example, placed an advertisement in Sunday papers for sales representatives, asking applicants to telephone the same day, and offering reversed charges. The three sales executives handling the job were immediately flooded with calls from applicants, all of whom possessed the qualifications and experience specified.

The high level of response was attributed partly to the fact that immediate contact with executives was guaranteed, and partly to the impression of company progressiveness which this novel method of recruitment conveyed.

Mr. W. M. R. Jeffreys, personnel manager of IBM (United Kingdom), told a similar story in the case of an advertisement for consultant-salesmen. Forty calls came in two days—a much better response than after conventional advertising. He felt that the method was particularly suited to the recruitment of top men who may feel it in some way beneath their dignity to be classified as job-applicants.

Telephoning has an element of personal contact and gives the illusion of job-negotiation in place of job-hunting. Certainly, in the United States, the technique is valued particularly for its application to high-level recruiting.

Yet, with the two exceptions which I have quoted, in this country telephoning is more often restricted as an instrument of recruitment to lower-level and especially secretarial staff. Typists, when looking for a change, are the most likely people to be tempted if they do not have to go to the trouble of writing a letter. Perhaps, too, most personnel managers agree with Mr. Frederick Chesterton, Manager Selection, Training and Development with BOAC, who said that he would take a poor view of a top-level man who rang up about a vacancy. He feels that, at this stage in their careers, the approach of men to life ought to be on a more systematic basis.

Whatever levels of staff the telephoning technique is applied to, its time-saving advantages for personnel managers remain the same. A few discreet questions can establish whether a man is so unsuitable that it is not worthwhile inviting him to an interview. When letters are received, there is always a tendency to bring in such a man on the off-chance. Lack of interest on the part of a candidate can be evinced equally rapidly.

Nowhere could I find a parallel story of success for 'open-day' interviewing. This has developed as a technique out of common practice on university tours. It is in the context of an increasingly mobile labour force, willing to move about the country and change from industry to industry, that it can now play its most useful role as part of a planned campaign to probe areas where there is a known concentration of particular categories of staff, such as marine engineers in Glasgow. An analysis of advertisements shows that this recruitment device is, in fact, being applied chiefly to the hunt for engineers and technologists.

Like 'gimmick' advertisements, the 'open-day' method relies on being new for any success it may have. Several firms experienced a good response when pioneering the system but, if tried too often, open-days tend to be fruitless. Secondly, results are consistent only in their inconsistency. Mr. Jeffreys of IBM told me that the Company held an open-day two years ago and was swamped with over 400, mostly unsuitable, applicants. At a similar experiment held in Birmingham three weeks later only eight people turned up.

The experience of the BBC has been similarly spectacular for great disparity in results. Disadvantages would appear to outweigh advantages. The casual invitation to call in presents an irresistible temptation to the groundlessly hopeful to attempt the substitution of their personalities for the experience and knowledge the job requires.

A large electrical company looking for good technicians found itself obliged to entertain a group of Indian labourers for the morning. Secondly, open-days are time-consuming for senior executives and there may even be some difficulty in persuading personnel staff to work overtime interviewing.

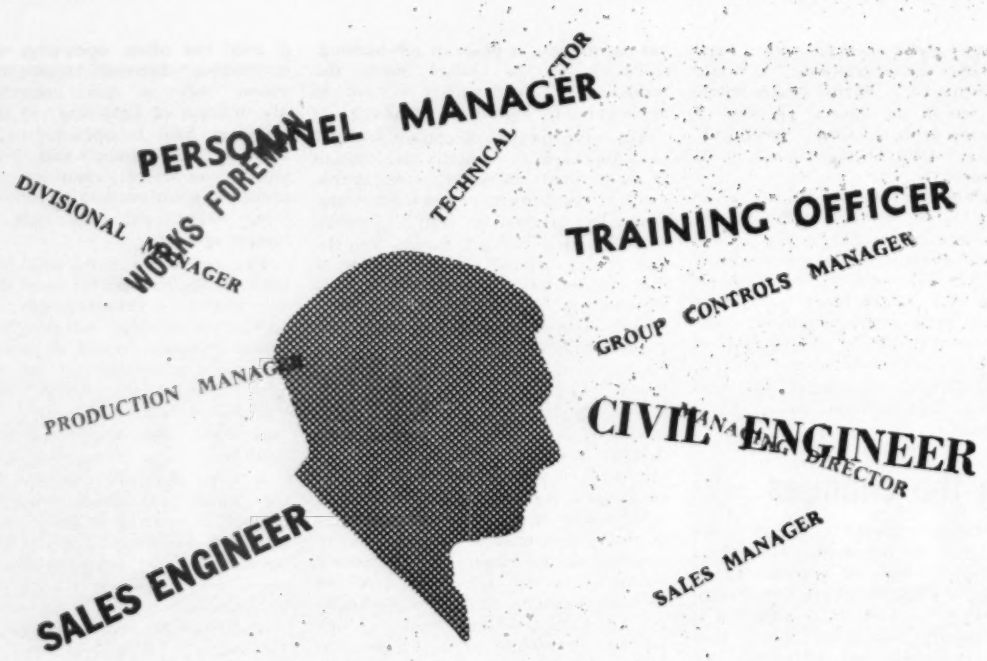
Crystal-gazers

What of the future? The key to the next major development in recruiting may lie in a remark made by one personnel manager to whom I spoke. "It is becoming rare", he said, "to recruit against absolute vacancies". I wonder if the revolution in information-availability which data-processing has brought about will make it possible for personnel managers to predict their staffing requirements so accurately that they will be able to begin stockpiling staff—perhaps a year in advance of the time when vacancies arise.

Under these circumstances, it will be less necessary to advertise each specific vacancy. The most important contact with the public will be in the form of indirect public-relations advertising. Men, in fact, will be applying to (and being accepted by) firms before the jobs which they hope to take over are vacated.

QUOTE

It is becoming rare to recruit against absolute vacancies



Are YOU in the right job?

Your temperament must match the nature and pace of the firm

by J. M. Sinclair

YOU may be technically brilliant or professionally well trained, but are you in an organization or a firm which suits you temperamentally?

A South Eastern Technical College study shows that some firms, by the nature of their production and the market they sell to, maintain a continuing and powerful pressure on all the people who work there. Mass production factories, if successful, tend to follow this pattern. For example, in one factory no manager is expected to go home before his immediate boss. If a luckless individual risks this one night and his supervisor sends for him, he is likely to find a note on his desk next morning worded significantly enough in such terms as "Mr. Blake was after you at 5.45 last night".

The pressure starts at the top and becomes intensified on the way down the organizational tree. Thus, supervisors as well as managers should be temperamentally suited to thrive in an atmosphere of chase and bustle.

Workers, too, are in the same boat. Time study, bonus schemes, mechanical conveyor belts keep up the pace. These production workers often develop a pride in being able to keep up: "I manage all right", "I can take it" is the way they describe the adjustment.

But, significantly, one of them told me recently that he was going to find a 'quieter' job, now that he did not need so much money to see his children through school and training.

Other manufacturing organizations are under the same kind of pressure-situations, but for a different reason. In canning, deep-freeze and food industries, the flow of ripe vegetables and fruit varies according to the weather, so does the consumption of some foods. The individual manager in such situations is constantly on his toes changing plans, dealing with sudden demands, improvising.

One such manager, tough and dynamic, described his work in glowing terms to me. "It's never dull", he said. "Each day I get an immense satisfac-

tion out of just getting by. Each morning I come into work wondering what challenges I shall meet and beat."

But if you are the 'nervy' type, born with a sensitive, highly-strung temperament, you cannot hope to adjust yourself completely to this kind of environment. We are learning increasingly that the business organization must follow the pattern which suits the work to be done. This calls for a series of work 'roles' in that structure which are largely determined by the needs of production.

Obvious choice

Individual people should then study the 'role' they are being asked to fill, to see if they are suited for it. It is much easier to change one's job than one's personality! Closely allied to this point of work-pressure is the question of work-tempo. Every organization has its own pace of working.

Are you a 'new broom' wishing to sweep clean in a new job in double quick time? If so, and you take a job in some organizations, you will soon find yourself in trouble. A highly qualified and experienced time-study engineer was engaged to start a specialist rate-fixing department.

Previously, the rate-fixing function had been under the direct supervision of the works manager. The new time-study engineer wanted quick results. He started to build a team of subordinates and sent them round checking the rates which were already in operation. He spent a minimum amount of time on his relationships with the works manager (a likely source of friction), and no time at all in explaining his purpose and methods to the supervisors.

Two years after his appointment, all the supervisors were openly saying that they had lost confidence in the new department. They complained that, when they asked for rates to be fixed on new jobs, the rate-fixers were so slow in coming that the job was often finished first. This organization was not used to such radical changes.

The time study engineer, it was felt, would have spent his time better if he had gained the confidence of the supervisors by doing what they asked promptly and by patiently talking them into the idea that his was a useful service department. A wholesale checking of the existing rates (most of which were found to be satisfactory) requiring, as it did, a large staff was rushing his fences.

In another kind of organization, however, this man would have got on wonderfully well. In one such firm for example, the managers pride themselves on their go-ahead methods. Change and growth and new developments are their meat and drink. They become despondent if the rate of growth in that organization seems to be slowing down. This time-study engineer would have found these people after his own heart. He would have prospered instead of losing everyone's confidence.

A recent study in Scottish industry shows that this kind of rapidly expanding business calls for other different personality qualities in its managers. If you are a cautious person with an orderly approach to life who likes to "know where he stands"; if you feel happier with a rule book and clearly defined lines of authority; then this kind of a flexible growing, changing organization will impose a great deal of strain on you.

You will begin to complain that you never know what anyone else is doing; that you find you are taking decisions that you feel someone else should take; and that you wish top management would make up its mind what it really wants. If you pause for a moment to analyse your attitude towards those in authority over you, you will probably discover that, from an early age, you have respected such people and done your best to fit in with their wishes. You do not like striking out on your own.

There are many people who feel happiest when they are conforming in this way; and there are many large-scale undertakings which demand above all that their managers should possess this quality of smoothly co-operating. Perhaps there are too many of us around today who, "crushed by the grinding wheels of the social Juggernaut", are ready to take this line of least resistance.

We have lost what one psychologist calls our "magnificent affirmative thrust for living, which will fight to the last for its place in the sun". Certainly the rapidly expanding changing industry cannot use this sort of personality. It requires someone quite different. Someone who is, perhaps, a bit of a rebel against authority; who likes acting on his own initiative; who hates to have all the decisions taken for him.

Such a person will thrive in this environment, but would feel stifled in a stabilized and static concern. Such a person probably does not care too much what other people think about him, whereas many of us crave, above all, to win and keep the approval of our fellows.

If an individualistic person of this first type rises to be the managing director of a concern, he may gain the reputation for being ruthless and unscrupulous. However, I know of more than one concern where the situation required a person with these qualities to make bold and often unpopular decisions. These sometimes seemed hard on individual members of the firm, but in fact were necessary if the firm as a whole was to prosper. The choice of a managing director who liked to be popular in such a situation, would have been disastrous.

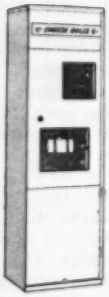
Finally, I received a letter the other day from one works manager who told me how two hourly-paid men had applied for two vacancies as testers in the works laboratory. The jobs were of weekly staff status, but represented a drop of about £2 a week in salary. The two men, he says, "apparently wanted the jobs because of pressure from their families: in both cases their eldest children after passing the 11-plus examination were attending grammar schools".

Family affair

The 'new look' that such education was bringing to their families affected the fathers to such an extent, that they were quite prepared to give up well paid and interesting jobs, in order to maintain their families' esteem.

Maybe these men will not feel quite the same about their new tester's jobs in six months' time for the jobs may no longer suit their personality.

If you are feeling that your own face does not fit in the work 'role' or organization where you are at present working, maybe your niche—emotionally speaking—is waiting for you just round the corner. It would fit you snugly, and you would slide into it with a feeling of relief and satisfaction. You would perhaps then be taking one more potential casualty off the list of victims of industrial tension.



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BAC

this human business

by Technicuss

Just Give Me The Facts

THERE are some great advantages in not having been brought up as a personnel manager by design. It confers a certain amateur approach to the job. Amateur in its purest sense, of course—I do get paid! And it sometimes allows of the "bystander sees most of the game" attitude.

This permits me to pontificate to the younger and less experienced men and women who are frequently sent my way for a slight dose of the know-how that enables me to support a growing family and an improvident government.

We get rid of the routine stuff about why these novices want to be personnel managers anyway; and then sort out

1 those with a mission;
2 those who think it an easy number (they're on the decline now);
3 those who have no other talents and feel they are good with people;
4 those who think they see a profitable and significant career in the affairs of people in bulk—with its attendant exasperations, occasional triumphs and continuous criticisms.

All those, save the last, are quickly processed to my subordinates, thence out through the door—but fast.

Phillip was one of the favoured few who survived and began to ask intelligent questions. We rapidly sorted ourselves out into an agreement about those who 'do' personnel work and those who have to 'think' about it. So we discarded the indispensable tool-subjects (selection procedures, job-evaluation systems, etc.) and settled down to a gossip about the 'think' approach; promising ourselves to return to the tool subjects later and tear each other to bits, mounted on our favourite hobby horses.

"Your background," began Phillip, flannelling hard because he had quickly spotted that I am as conceited as the next man, "enables you to understand what's going on around you: but how does the younger and less experienced chap cope?" I explained carefully that his background and mine were remarkably similar; the only difference being that mine is longer.

But he'd made bull point No. 1, which is *You'll have nothing to think about unless you can acquire relevant and accurate facts about the situation in which you find yourself working.* Profound intellectual effort of the "how-many-angels-can-stand-on-the-head-of-a-pin" order will be a poor substitute for a spot of rumination on a remark you overheard in the canteen or an unsubtle dig from one of your colleagues.

Summing up, I told Phillip that the basic raw material with which he had to work was gained by direct contact with people. Unless he had the knack of reception and perception he might as well fold his tents and move on. How he processed the material he acquired—and how he reconstituted it for his superiors—was another matter. Yet, unless he got it, he was ineffective.

"But how would you advise me to act so that people want to come to me to discuss the things that really matter?" That was the next poser; and there I had to go all mysterious, because how I establish the necessary rapport with colleagues (so that I can keep in touch with the cross-currents, backwaters and torrents of human interaction) is so inextricably bound up with my own behaviour (because I'm a part of it) that I am quite unable to be articulate about how it is actually done. Each man has his own way in his own group.

"That's all very well for you. You are part of the senior management and in an established position," said Phillip. "You can tell how top brass is thinking and acting, but you don't mean to tell me that you're in touch with the rank and file as well." Indeed, he was right. I make no claim to being in close touch with the factory and office floor or to having my ear to the ground; but I have subordinates who are charged with just that task, and they in turn have to keep me informed.

"And don't underestimate the value of a good man who knows what's going on at the junior levels. You are not going to jump into a job like mine tomorrow, you know. You will have to content yourself for a long time working at factory or clerical staff level, and your prestige will rise as you gain experience in correctly interpreting the information you gather in. Nobody is going to give you much kudos for your qualifications and training alone after you have been engaged. It's the results that count when you actually start to work."

On the right wavelength

I could see that a certain amount of rearrangement was going on inside Phillip's head. This, I thought, was an encouraging sign, because someone who makes a habit of listening, even to a bore, and of reappraising his own attitudes, is well on the way to acquiring one of the pre-requisites of the effective personnel manager.

The last word was Phillip's own. "I see what you mean, but I must say it seems a fat lot of use to me at the moment. We had better talk about the tool subjects for a while, and about 'doing,' not 'thinking'!"

The Easy Passage

An oversea market means 'exporting' personnel: best if they are fully prepared

by Mary Noble

JUST a year ago, a British firm won a contract for a plant in Mexico. Delighted, the export director and overseas sales manager picked the best 10-man team they had, and called the members in to tell them of the compliment the firm had paid them: to go out and start up the new venture.

The response? It was the rich man's feast all over again: one by one, the men came to the conclusion that, for one reason or another, it was impossible for them at that moment to leave their wives, families, football team or pub. Was the firm to abrogate its undertaking—allow the plum to fall into another lap? They sought advice, and discovered the answer.

They sent the chosen assistant works manager and nine foremen to a specially convened two-day residential course planned by Oversea Service. This organization runs preparatory courses for just such people going to unknown territory (perhaps at short notice), to do a specific job but in very strange and perhaps frightening circumstances.

There is growing concern in this country over our balance-of-payments, our trading relations with Europe and our competition with 'under-priced' goods coming from the 'under-developed' countries. But is there yet

How do you deal with the Indian?

sufficient concern about the competition in *men*, rather than materials; between the industrial Western powers seeking to gain markets for exports, and the expanding Eastern bloc seeking a foothold for development?

It is not at all uncommon for a qualified technician, well-versed in the science of handling pre-stressed concrete, to be sent at as little as a week's notice, to a country and climate so foreign as to have been beyond his imaginings. And with what preparation? Why is it that sales directors should take so much time and trouble—and money—to run courses for their staff to learn to sell washing-machines or carbon paper in Accrington, Hendon or Wilmslow; and yet, apparently, think nothing of sending a batch of men to West Africa, completely unprepared to cope with the fierce heat and humidity; the suspicion or, at best, incomprehension of the locals; and the ills of prickly-heat, malaria or snake-bite?

Oversea Service was started eight years ago by a group of people, representing Church, State and the more enlightened section of industry, to run residential courses for those going to one of the areas of rapid social change, to give them an idea of the climate, customs, way of life, religion and economics of the countries in which they will be living and working. Over the years since 1953, more than 2,000 business executives, scientists, technicians, oil-research and development men, policemen (and women), army and air force officers, nurses and teachers, have attended courses dealing with Africa, the Caribbean and Latin America, India, the Middle and Far East.

One of the advantages of these courses is their great flexibility: the organizers pride themselves on being able to tailor-make the subject matter of each course to fit those who wish to attend it. And, because of the importance the staff attach to personal contact, numbers are kept down to a maximum of 25 people on any one course.

This year, the Government has recognized the value and importance of such work; recently Mr. Desmond Bonham Carter, chairman of Unilever and chairman of the Board of Oversea Service, announced a £30,000 grant from the Commonwealth Relations Office for capital expenses required to furnish a headquarters. At the same time, the Church Commissioners agreed a 60-year lease of Farnham Castle to Oversea Service, to be used for this purpose. These moves will enable the organization to expand its work; to provide special courses for groups of men and women who are posted abroad at short notice to any given area as well as running their full-time established residential courses.

At least one national is invited to speak on every course at Farnham Castle

While the staff of Oversea Service itself consists of men and women with intimate knowledge of the areas for which they are organizing courses, lecturers are drawn from those who have had immediate personal experience in the areas concerned. Many leading businessmen and government officials give up a day of their leave to come and speak, so that students can get first-hand and up-to-date knowledge of the area. On every course, at least one national of the country or area concerned is invited to speak and to discuss problems with the students.

The shorter two, or three-day study conferences were started to help the man who had just completed his first tour abroad. He may have had the good fortune to get an adequate briefing before being sent out, but in any case his first impressions must have made some impact, and he may have problems and puzzles which he would like to sort out before returning. These conferences—also residential—are held periodically to enable those at home on leave to come and discuss their impressions and problems with others who have had longer experience in the areas under discussion.

The Board of Governors of Oversea Service, and the Advisory Council, consist of men in responsible positions and with a knowledge of the importance of personal contact between races. During the first Stephen Tallents Memorial Lecture to the Institute of Public Relations last year, Mr. Cuthbert Alport, Minister of State for Commonwealth Relations, stressed the importance of adequate preparation for work abroad; preparation which should go beyond the narrow confines of a man's job into the wider context of his life in the new community.

And this preparation should not be thought of only in the context of the executive: the technical man, the self-educated foreman, the operative—they are almost more important, as they are the more likely to have direct personal contact with the man-in-the-street and bazaar than those higher in the administrative scale.

And if the man, how much more important the woman. Wives have always had an important part to play in the life of their husband's community in a strange country, more so probably than in their homeland. It is the wife who has to meet the day-to-day irritations and problems, without the stimulus of a team job such as her husband is likely to have.

The general secretary, Dr. Harry Holland, and his wife—themselves with long personal experience in India and with a family of their own—stress that the wife's part should never be overlooked by an employer, and that, wherever possible, she should be allowed to attend the course.

At close quarters

In order to give students the fullest possible benefit from the short time available (each course lasts a week), courses are residential; the lecturers are invited to stay for a meal or for the night; and discussion groups and off-the-record talks from lecturers and staff are arranged. There are also special sessions for the women.

Commerce and industry probably send more people abroad than the Foreign and Colonial services together; yet they are the most tardy in recognizing the value of such a briefing to the representatives of this country, and of British industry as a whole, in those areas which are looking to the West for guidance.

Visual Aids

Hold It!

Film-making requires at least as much specialized knowledge as any other technical task in the factory

A works film unit could be unnecessary

by O. T. Curtis

THE internal, industrial film unit is an increasingly common feature to be found in enterprises ranging from some of the mammoth concerns of the world to the smallest of production units. The best-known of the major industrial film units are professional groups with an impressive output of quality films.

Significantly, the companies which maintain them also find it worthwhile to call on the services of the commercial film unit for part of their production: partly as a means of keeping their internal unit at a fixed size and yet coping with a variable demand for film; partly as a means of keeping their internal unit on its toes; and partly because it is recognized that, whilst there are certain production assignments best fulfilled by the works unit, there are also those which require the special expertise which a particular commercial film unit has to offer.

For those companies which might be considering setting up their own production unit, the first question they should ask themselves is whether this unit is really necessary. This is no facetious question, because one encounters many films—both simple and cheap, and complex and expensive productions — which have achieved nothing that could not have been better accomplished in other ways. Moreover, where film is the answer for a particular job, the commercial unit is often the best able to supply it.

It would follow that the company which has decided to make its own films has already considered the relative costs of internal and external production to accomplish a particular film

programme. Yet one encounters examples of the director or manager who talks of film budgets comparable with those he has met when making film records of his family or of last year's motoring tour.

Down to the last penny

Others, more realistic than this, will often claim fantastically low budgets for a production which have not taken into account salaries and concealed overheads. Peter Spooner, in his book, *Business Films*, quotes the case of a firm of development engineers having teething trouble with a prototype machine. The managing director filmed the machine in operation using an inexpensive ciné-camera (presumably his own); and a frame-by-frame analysis of the film revealed the fault. Cost: about £3! But is this adequate costing even in such special circumstances?

Assume that the thinking about costs has been realistic and that the company now decides to make its own films. For many, the next problem seems to be equipment. But, before they consider this, have they really thought carefully about who is going to make the films? One hears of the employee (perhaps a still-photographer, perhaps just a temporarily under-employed member of a department), who has his film-making equipment thrust upon him and is expected to start from scratch. I even heard of one case where this unfortunate member of staff was asked to get the film ready for the shareholders' meeting in a fortnight's time!

Making films seems to be something which many people imagine can be undertaken quite successfully by any beginner. They are usually the same sensible people who would call in the works electrician to replace a fuse in a plug or a qualified first-aid worker to treat a minor cut. So they should assume that film-making requires at least as much specialized knowledge and the appropriate person with that knowledge to do it.

Perhaps the still-photographer is an able worker who can think readily in the mobile visual terms that cinematography demands. Whether he is or not, it is worth getting him some advice and guidance—a few days with an established film unit in another company, or a specialized course of instruction in film-making. At least he should be shown professional examples of films of the kind he will be asked to make.

Choosing who will make the films may be a problem for which there is only one answer—a result of a particular set of circumstances. On the other hand, it may require the selection of an individual or a group from many likely candidates. In either case, the decision should be made to meet the demands of a particular programme of film-making.

It is not enough to decide to produce films and then to create a film unit which has to begin by searching for suitable subjects. Any other specialist department in the company will certainly have been created to meet specific needs. The same must be true of the film unit.

It is only when these problems have been resolved that the firm should consider the question of suitable film equipment. Its policy may require no more than some cheap second-hand equipment for a particular job—ex-Service equipment has helped accomplish many an important research project. It may be that something far more elaborate is required. If the film unit is being staffed with people of experience, they will probably have firm ideas about the equipment they want—ideas they should be allowed to indulge, within the budget limits set.

Advice to beginners

If they are beginners, then one fact at least is certain. However generous the budget, the equipment should be as simple as is necessary to accomplish the job in hand. The technical refinements which would be neglected by or confuse the beginner can later serve him when he has had experience.

Simplicity may be desirable for others than the beginner, if the particular requirements of the job demand it. Filming 'on location' down a mine, up a mountain, in unusual climatic conditions, in restricted space—one can think of many situations where conditions impose their own limitations on the equipment that may be used.

It pays to get equipment which is readily serviced and for which replacements may be easily obtained. It pays to consult the suppliers so that they can recommend equipment suitable for your special conditions. It pays to give your film unit every opportunity of studying the maintenance and use of their equipment—and the manufacturer can help here too.

Whether the camera you are buying costs £100 or more than £3,000, it is worth taking these initial steps to make sure the best use is obtained from it. The same would apply to any of the ancillary equipment you may purchase: camera accessories, lighting equipment, film inspection and editing equipment, and so on.

Those finishing touches

When a film policy has been decided, when a unit has been formed, equipment purchased, the first film scripted, produced, directed and shot, there is still much to be done. Will your unit edit its own film, will it provide the credit titles, produce captions where necessary, record a sound track? It may be at this stage that the services of outside professionals will not only offer a quality which your new unit could not achieve, but may considerably influence costs (partly by providing equipment and staff which you would otherwise have to provide, partly by accomplishing a particular task in a far shorter time than you could—providing a sound track to a film is but one example here). In any event, your unit will need the outside service of laboratories for processing the film.

At last your first film is complete—the most modest of film records, a useful piece of research, an elaborate training film or a piece of public relations. Whatever it is, it is of no value until someone else sees it projected on a screen. And that raises another set of problems concerned with film projection and distribution, which will be considered separately next time.

Experiment in Catering

How to sell vending to top management

by **Richard Bates**

Other people's experience with vending will provide a factual study

WE all know the merits of automatic catering. But can we prove them to the unconverted or the cautious? If not, do we know where to find the proof?

From talking to users and manufacturers of the equipment, I have discovered that there are two distinct methods of accumulating sufficient evidence to make a substantial case. A personnel manager or his catering manager have either to produce a brief of the results in other firms, or they have to launch their own pilot scheme which will offer its own conclusions.

The first course of action might have been the more difficult a few years ago. Then, you would almost certainly have had to quote examples of vending application overseas, especially in the United States. The value of such a comparative study would have been questionable. Management generally—and not only those at the top—are disinclined to see real common factors between their own companies and those in America.

But the situation has changed. There are now sufficient installations in the United Kingdom for any firm to call on the experience of a wide variety of organizations in its attempt to assess the benefits of automatic catering. National bodies such as the Industrial Catering Association or the Industrial Welfare Society have collected information on this subject. Of course, the individual manufacturers and the Automatic Vending Machine Manufacturers' Association are obvious sources of factual information. The Reader Service Department of this Journal too, will put people into contact with users.

It is unfortunate that there are still many managements who will not accept the validity of experimental results provided from any outside source. This need not present an insurmountable obstacle to the progressive caterer. In fact, it could provide just the right kind of opportunity. If top management will not take anyone else's word they must surely install their own pilot scheme.

Such a concession is not a victory. I have heard many catering managers complain that an exploratory installation proved exactly the reverse of what they were trying to establish. It turned out that they had not given enough attention to the initial scheme.

Ideally, a machine should be acquired on rental for a month—even a week should provide sufficient evidence. It should be restricted to a selected group of workers, who can be studied in their usage of the machine. Take away the set tea-break, serve the tea at a reasonable price (even give it away), and make sure that the location is sensible from the group's point of view. Presuming that the point of the exercise is to test the machine's effect on production, it will not be difficult to observe significant changes in group reaction. With a number of machines, this would not necessarily hold good.

A catering adviser I met, recently, used the electricity consumption charts in the factory to corroborate his theory that production would not suffer from the installation of free-access tea machines. Before siting the venders, he established that there was a substantial drop in the consumption of electricity (i.e., the production machines were being switched off), for the period of an hour while the original tea-trolley was making its rounds.

Study of the charts, after the machines had been in use for a month, showed that the gorge in the consumption curve had been considerably filled. In other words, although production was interrupted by workers using tea machines, it did not in fact come to a halt as it had done with a trolley service.

Of course, this does not prove an increase in the firm's production. What it does prove is that production is not adversely affected by the installation of tea machines. This has been the experience of more firms than this one. "Although it is a little early yet to be specific about favourable effects on production", explained a manufacturing manager, "I can say quite definitely that, since the tea vending machines were installed, we have been able to provide a satisfactory tea service, *without any loss of production time*". (My italics.)

One last point I feel ought to be explained to works management before an experimental machine is brought in: workers may well abuse the free-access feature of this service. But it has been proved that the abuse is short-lived. You certainly could not say that about a trolley-service. That was wasteful when first introduced; and it still accounts for serious losses on production—after nearly 20 years' practice!

A one-machine installation is sufficient to test the effects of vending on the firm's production

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BOOKSHELF

RETIREMENT ★ COMMUNITY RELATIONS ★ JOB ANALYSIS ★ TRADE UNIONISM

JOB ANALYSIS, by H. E. Roff and T. E. Watson. *Institute of Personnel Management, 7s. 10d. post paid.*

As an introduction to the subject, this booklet leaves little to be desired. It is certainly priced to suit even the most grasping management pocket; and its concise brevity will appeal to the man who wants to read as little as possible whilst learning the maximum amount.

The final paragraph of this 32-page handbook carries a message that would look well on any personnel manager's wall—on every file cover, even—"Information is only of value if it is available to the people who are in a position to use it".

TRADE UNION DEMOCRACY, by Walter Galenson. *University of California Press, 18s. 7d. post paid.*

A summary description of the European labour movement, this is also a real contribution to the discussion of democracy and trade unionism in the USA.

It is drawn in three phases, each linked with two or more countries. The weakness of rival unionism is traced through movements in romantic France and Italy; the strength of the same rivalries is drawn from Belgium, Holland and Austria. Great Britain and Scandinavia are used to show the strength of unified trade unionism.

Good student material, even though the conclusions are designed to throw light on American situations.

OCCUPATIONAL HEALTH NURSING, by Dr. F. H. Tyrer. *Ballière, Tindall and Cox, 26s. 9d. post paid.*

The scope of this book is far wider than its title suggests. It will be invaluable for any company meditating the installation of a works medical centre. Included in the pages are room layout plans; medicine, stationery and equipment lists; guides to treatment; and advice on records and reports.

There are also full chapters that deal clearly with legislation, eye injuries, pneumoconiosis, dermatitis, pre-employment examinations, and the staffing of occupational health centres.

ENJOYING RETIREMENT, by Dr. Patricia Shaw. *Industrial Welfare Society, 3s. post paid.*

This 23-page pamphlet, directed at people with four to five years to go before retirement, has the merit of treating the 60-year-old as an intelligent being. It is not patronizing in giving advice. As the title suggests, it intends to stimulate interest and constructive thought about after-employment years. The zest with which the author tackles money, health, environment, occupation—in fact, all chapters—must surely make this a highly desirable handout from many personnel offices.

PERSONNEL MANAGEMENT IN INDIA, edited by Mary Sur. *Asia Publishing House, 26s. post paid.*

Prepared by the Indian Institute of Personnel Management, this significant publication has obviously learnt much from the former errors of Western books in that it includes case-studies as additions to some accepted theorization.

It is particularly useful to be reminded that there is little basic difference between the role and status of personnel managers in East and West. Indian management is naturally willing to learn from the more industrialized European sector; but this has fortunately had no dampening effect on the desire to provide a structure based on pure Indian research.

PREPARATION FOR RETIREMENT—SOLVING NEW PROBLEMS, by Alastair Heron. *The National Council for Social Service, 2s. 10d. post paid.*

The new problems involved are represented by "an increasing number of men and women above the age of 65, enjoying better health than has been the case in the past, and therefore, potentially more active, for whom there is little chance of continued full-time employment".

Some retirement schemes in the USA and in UK are briefly described. Steps in their preparation are carefully explained for the guidance of the many who should now be taking positive action.

COMPANY GIVING, by Leo J. Shapiro. *Survey Press, 42s. 2d. post paid.*

Based on a study of 500 representative Chicago-area companies with from four to 270,000 employees, it outlines such interesting points as how firms react to pressure; the time taken up by organizing collections; the basis for deciding on the size of contributions; how firms select causes; and the real case for supporting charities.

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Visual Aids

SMOOTH VIEWING

PROJECTION on to an overhead screen affords the most comfortable line of vision to a class and so improves concentration. The new *Tutor* projector incorporates this among several features which make for maximum co-ordination between visual presentation and the spoken word.

The fact that projection is by means of an elevated mirror, which raises the image to screen height, permits the lecturer to face his audience as he demonstrates, and to remain seated while operating the projector. He may use previously prepared transparencies in single or overlay colours; he can use a preprinted roll of foil with typewritten notes and diagrams laid out in sequence; or he can make on the spot notes with a grease pencil on a strip of transparent film, the image being projected as he writes.

No darkening of the room is necessary. The power of the projector is 2,000 lumens ensuring a brilliant picture even in a fully lighted room.

Enquiry Ref. No. V8/1

AUTOMATIC TEACHER

AFTER the electronic accountant, comes the electronic teacher. The *AutoTutor* functions by projecting a 35 mm. microfilm frame on to a screen for the student to study the unit of information it contains.

At the bottom of the frame is a multiple-choice question on the subject of the text. The student indicates his answer by pressing one of the selector buttons to the right of the screen. If the correct answer is selected, the next unit of information automatically appears. In the event of an incorrect answer, an image appears which explains the nature of the student's mistake, and instructs him to return to the original 'page' and try the questions again.

Errors are automatically recorded for analysis by instructors. The device is designed to take the burden of routine

work off the training officer's shoulders, by allowing each individual to progress at his personal learning speed. Thorough study is ensured by the fact that the student cannot progress until he has answered each question-sequence correctly.

The system is capable of fairly complex applications in, for example, assembly instruction, fault finding or

(continued on page 42)

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laboratory procedure. It has been successfully used as a teaching method for an advanced electronics course by the U.S. Air Force.

Price of the *AutoTutor* is £470. Standard courses may comprise from 1,500 to 5,000 frames: they vary in cost accordingly between £10 and £100.

Enquiry Ref. No. V8/2

FILM CATALOGUE

THE 1961 catalogue of *Shell* films is one essential aid to making the best use of visual aids. About 200 films are listed, available both in 35 mm. and 16 mm. gauges for free loan to educational institutions, film societies and industrial and commercial firms.

The field of subjects covered is very wide, ranging from technical studies of industrial activities, generally linked to the oil industry but capable of wider application, to general cultural and geographical studies from all over the world.

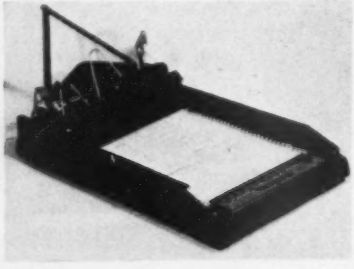
All of the films listed are summarized and described. Italicized notes are appended on the kinds of audiences to which each film is likely to make its strongest appeal. Borrowers would be particularly well advised to read carefully the introductory note on how to make the most of this invaluable, yet free-of-charge, guide to Shell films.

Enquiry Ref. No. V8/3

Office Aids

LOOSE-LEAF DUPLICATOR

THIRTY-FIVE retractable studs on to which a master copy with corresponding punched holes can be placed for reproduction constitute the distinguishing feature of the new *Rena* flat-bed spirit duplicator.



Various strips from one or more masters, bearing one or more lines of information, can be shuffled and assembled in the order required for copying simply by slipping them on to the appropriate studs. Additions, deletions or alterations of the original copy can be carried out without incurring the expense and trouble of cutting a number of new stencils or of retyping a complete set of new masters. Clearly, this technique has a useful application with regard to price lists manuals of procedure, and all documents which are liable to frequent emendation.

The advantages of spirit copying are well known. No ink and no absorbant papers are required so that copies cannot smudge. In this case, the reproducing solvent is stored and ejected from a transparent polythene bottle fitted to the damper assembly. It is easy to keep an eye on the level of liquid and so ensure even moistening and good, clear copies.

The duplicator is portable and so easy to operate that anybody can learn to use the machine in a few minutes.

The price is £75; in addition to the usual guarantee, the manufacturers offer free service throughout the life of the duplicator.

Enquiry Ref. No. O8/1

MISSING

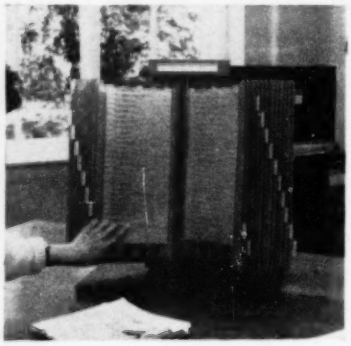
Names, Addresses, Enquiry Ref. No.'s

When making enquiries to our Reader Service Department, please remember to supply these details. If you forget, it is impossible for P M & M to reply promptly (or even at all) to your request.

DESK INDEX

THE problem of altering an index to make removals or additions without upsetting the correct sequence of records and being obliged to rewrite the index is solved in a new design by *Kalamazoo*.

This index contains 20 panels made of pale green plastic. They are removable, either for special reference or for inserting card strips. The strips, which are plain or specially printed, are supplied in various colours and in five depths to take from one to six lines of type-written matter. Strips slide on to runners on both sides of each panel, and are secure but easily removed.



A novel and yet practically valuable feature of the design is that the index has been constructed for free-standing use on a desk or table within reach and ready visibility of any clerk. The flat, plastic-covered base gives the index stability wherever it is moved on the desk.

The whole index has been carefully balanced to permit rapid and even rough reference. Panels are slightly tilted so as to present information at a comfortable viewing angle.

Provided that two firm screws are fixed, there is no reason why the index should not function equally satisfactorily attached to a wall or partition.

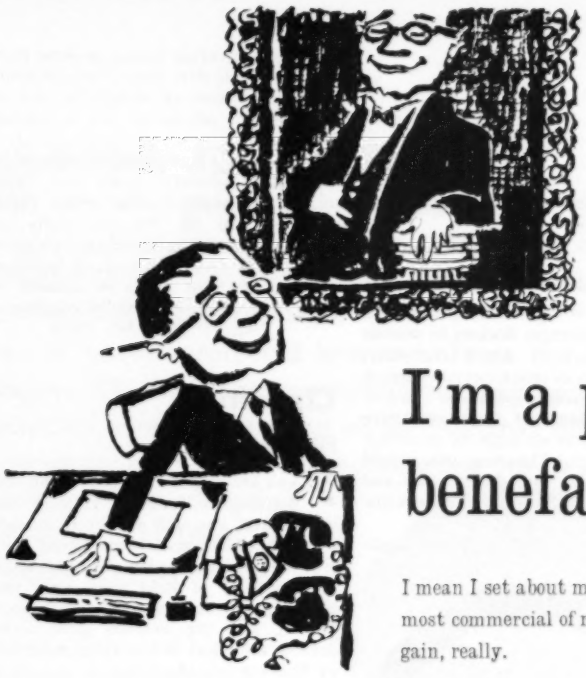
Enquiry Ref. No. O8/2

Safety

CAR-SEAT HARNESSES

TWO years' intensive research has preceded the marketing of a new range of car-seat safety belts. The results are an uncomplicated design, easy fitting, comfort for the wearer and instantaneous release. The manufacturers show their confidence in the product by offering insurance for 12 months to the value of £500 should

(continued on page 44)



I'm a purely selfish benefactor

I mean I set about making a lot of people's lives much pleasanter from the most commercial of motives; increased production, higher efficiency, sheer gain, really.

Installed those automatic machines all over the works. Chap puts his money in; gets a cup of tea, milk, coffee, or a snack. Doesn't have to walk miles, queue, anything like that. Back at his job in no time at all. Men like it, look on me as benefactor. So do shareholders. Remarkable. Everyone pleased. Americans call it servicing the operative. Inhuman phrase: but sound sense: sound human sense. We're installing the same machines in the offices now... Nice looking jobs, hold a lot. No trouble to us: operating company keeps them filled. Installed them in fact: we just supply the floor space. Or you can buy them outright if you prefer to. From whom? wait a minute: ah, yes...

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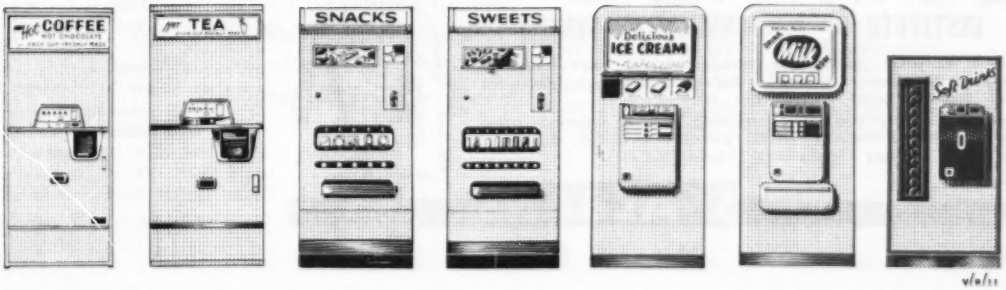

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anyone be killed in an accident while wearing their belt.

Three main types of belt are available: diagonal with pillar and one-point floor anchorage; diagonal and lap with pillar and two-point floor anchorage;

diagonal and lap with two-point floor anchorage. There is, in fact, a type to fit virtually every motor vehicle.

Belts are adjustable to suit the individual wearer and can be released instantly by a quick flick of the fingers on the metal buckle. Manufactured to BSI specifications, the belts are said by the makers to have been tested up to 50 per cent above official requirements.

The webbing is made of the same type of hard-wearing nylon as is used in motor car tyres, is completely rot-proof and easily kept clean. All metal parts are of steel and protected from corrosion by chromium or zinc plating.

The belts have a breaking strength of 6,000/7,000 lb.—strong enough to hold you or your employees out of the grasp of sudden death.

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MUFFLED EAR DRUMS

YOU may have considered joining the Noise Abatement Society in protest against the way in which the roar, shriek or clatter of machinery is fraying the nerves of your operators. But if yours is the kind of industry where the noise level is so high as to inflict possible damage to hearing, you would do better to take immediate action and fit all potential sufferers with protective equipment.

The comfort of the *Amplivox* head-

band type of ear-protector should ensure that it is readily accepted by all operators. Designed along the pattern of communication headsets for people whose job involves having to wear such equipment all day, these ear-protectors have the virtues of simplicity and of being easily adjustable for maximum comfort.

Protection is afforded by means of fluid-filled, acoustic seals and high-impact ear-shells. The seals easily snap on and off, the ear shells are detachable and the headband cover is replaceable: features which all facilitate maintenance and make it possible to observe proper standards of hygiene.

Enquiry Ref. No. S8/2

Cleaning

FREE MANUAL

IF you are responsible for seeing that flooring is properly cleaned and maintained, you will read with interest a free booklet recently produced by a firm manufacturing cleaning equipment.

A number of field tests went into ensuring the accuracy of the facts as quoted, and the authors gave considerable attention to literature published by flooring manufacturers in compiling this comprehensive handbook. The issue of scrubbing versus polishing is debated; information is given on the composition of floors and surfaces; and there is a cleaning and maintenance chart covering practically all the floorings in common use.

Troubles and appropriate treatments are described and there is a full list of machines and materials best suited to each individual need.

Enquiry Ref. No. C8/1

SANITARY INCINERATOR

DISPOSAL of sanitary towels is often an amenity headache even in the most modern of office buildings. Most hygienic equipment is designed for larger establishments only. Now a sanitary incinerator (*Sanfire Autominor*) makes its first appearance on the market, specially suited for instalment in toilets with up to only 50 users.

The new incinerator, electrically controlled and fully automatic, is for operation on 200/250 watts 50/60 cycles a.c. supplies only. Its dimensions are height 24 in., width 10 in., and the over-all projection 9¼ in.

The wall-mounting is simple and the apparatus is easily connected to common flues. Other features are a pilot light which shows when the heating

(*continued on page 46*)

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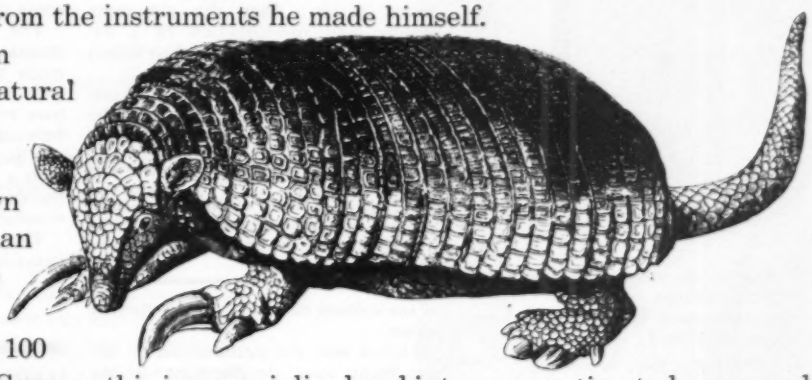
ST ALBANS

ARMOUR AND THE MAN

With somewhat grim and forbidding humour Nature faces her creatures with mortal dangers and at the same time provides means to avoid them.

Armadillos and snails are armour plated. Birds can take to flight. Many animals, of course, take refuge in speed.

Man is poorly protected however. From the moment of his birth he faces deadly dangers. The forces of gravity and all forms of energy threaten him unceasingly. His elemental servants fire and air can destroy him. As soon as he goes out to work he faces death or injury from the instruments he made himself.



There is a vast study in protecting man from natural dangers, unpredictable hazards and the consequences of his own ingenuity. Siebe, Gorman have been dedicated to it since they first made diving suits over 100 years ago. With Siebe, Gorman this is a specialised and intense vocation to be pursued with fanatical application. Wherever there is an occupational risk there is Siebe, Gorman equipment to guard against it.

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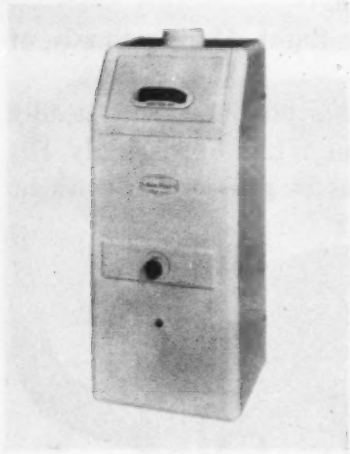
elements are operating; and an easily emptied ash drawer.



Finish is in stove enamelled white with black fittings.

The incinerator is priced at £33 and is guaranteed for 12 months.

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GLEAMING WALLS

EMULSION paints would be ideal for factory, canteens, yard walls and a host of other sites, but the presence of steam or liquids has precluded their use for such premises. Now a new copolymer-based emulsion has widened the range of surfaces that can take this type of paint.

These new-based paints can be applied to glossy surfaces without the need for sandpapering to provide a 'key', and on metalwork. They can be used out-of-doors on brickwork, pebbledash, concrete and other rough-cast walls. They can be washed down and scrubbed, if the surface to which they have been applied is firm.

Emulsions, being water-thinned, are easier and quicker to apply than oil-bound paints. They dry out more rapidly, and re-occupation of a decorated room can be undertaken within an hour or two after it is finished.

There is no smell to contaminate food or to give headaches to the allergic; and, most important, many of the colours have high light-reflecting values.

If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

Linked with the introduction of this significant new development is the provision of a new colour tinting system which facilitates matching gloss finishes with flat-painted walls. For those users who prefer not to do it themselves, the makers of this new emulsion paint offer an advisory service. Chemists, colour consultants and interior decoration experts advise on every aspect of decoration and maintenance. They will visit the site, if required, to prepare complete specifications with colour recommendations and perspective sketches.

Enquiry Ref. No. C8/3

Welfare

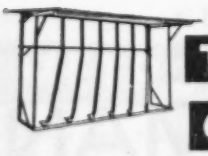
COAT-RACKS FOR SPACE

WHERE limited office or factory space precludes the use of lockers, a suitable alternative is available in the form of a new range of sturdy but attractive coat-hanging racks. Visitors to showrooms or on tours of large factory concerns would also welcome cloakroom facilities of this kind.

The racks are manufactured to a standard range of sizes, but can be made to any length required. Hangers lock firmly into centres on the cross-bars with a standard distance of 4 in. between each hanger. If so desired, they can be spaced at 5 or 6 in. intervals with a price reduction for hangers that become redundant. Hat racks are situated above the hangers.

The furniture is of all-metal construction and finished in aluminium

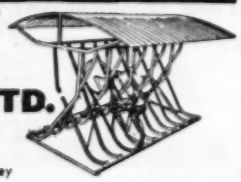
(continued on page 48)



THERE IS AN ABIX CYCLE STAND TO SUIT EVERY REQUIREMENT

ABIX Cycle Stands are constructed of steel throughout, stove-enamelled green. Roof sheeting is normally of galvanised corrugated sheets. If required, sheeting can be supplied in Aluminium or Asbestos.

There are 30 Different Types from which to choose.



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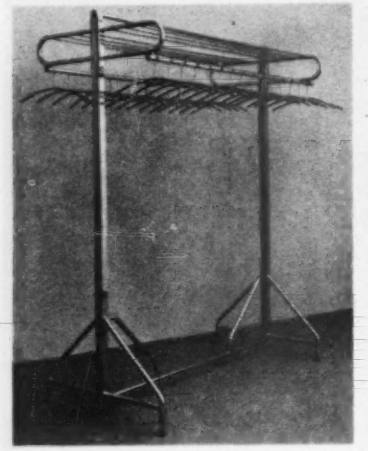

is the double free-standing unit accommodating 30 hats and coats.

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CLEAN frying, constant maintenance of the correct temperature, and easy cleaning are claimed as the outstanding features of a new deep fryer which has appeared in this country. A 'cool zone' with a unique automatic filter built in to it captures loose food particles, so as to keep the constantly circulating oil completely clear.

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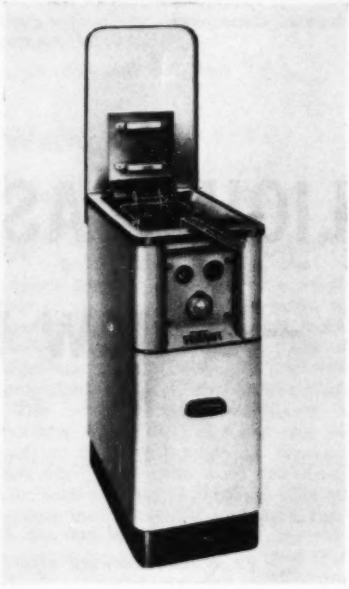
There are seven models available, ranging in capacity from 14 pints of oil to 70 pints. All are suitable for



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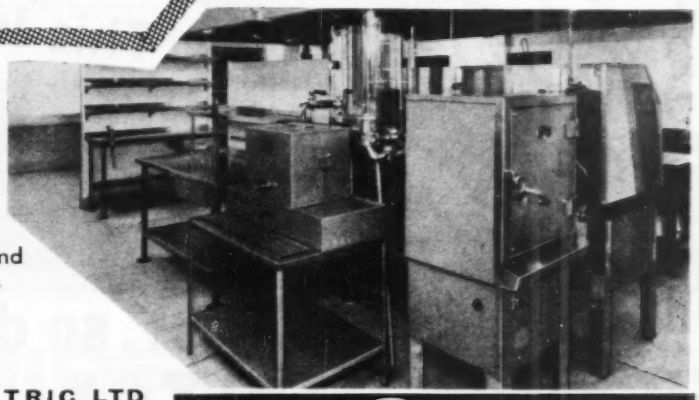

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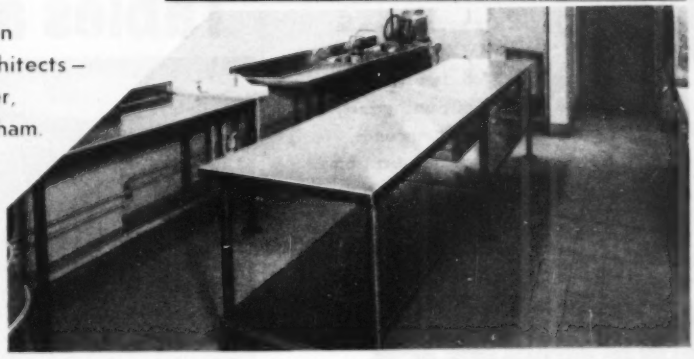

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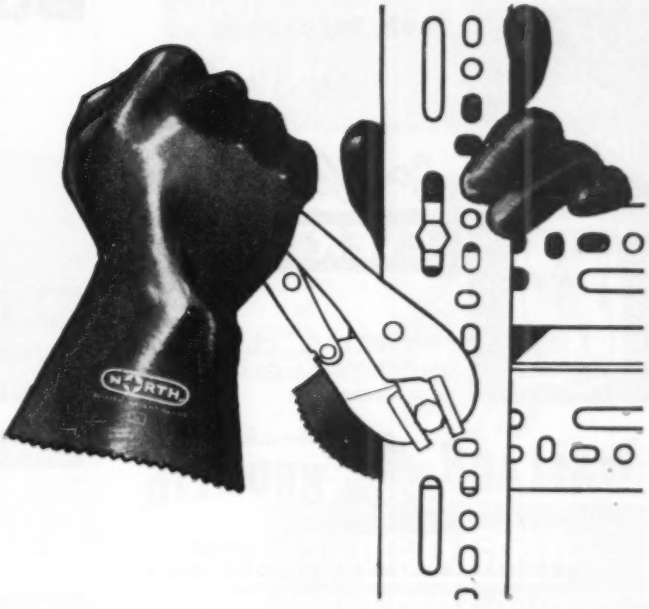

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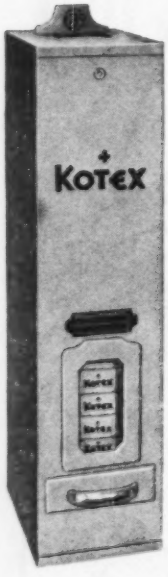

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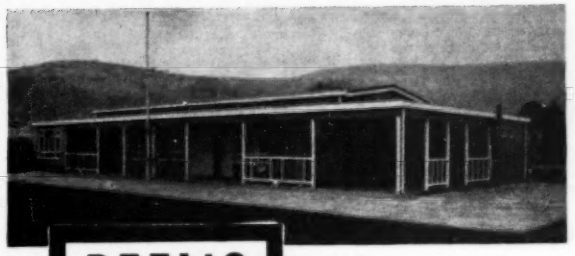

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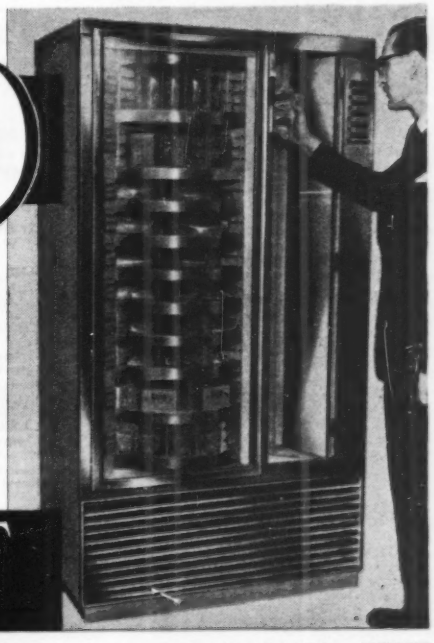

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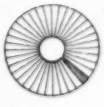

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BRITISH INSTITUTE OF MANAGEMENT

Residential course outside London

9-16 **Oxford.** Management practice course.

Non-residential meetings outside London

5 **Bristol.** Management ratios and IFC seminar (in association with the Centre for Interfirm Comparison): for directors, general managers and senior accountants

13 **Glasgow.** Management ratios and IFC seminar

20-21 **Sheffield.** Preventive maintenance seminar

27 **Glasgow.** Selection of staff conference: a repeat of the successful conference recently held in London.

Non-residential courses and meetings in London

23-30 Quicker reading course: highly concentrated course to improve reading speeds and technique. Five hours' instruction spread over two consecutive Saturday mornings

27 Board of Fellows luncheon: following the success of the occasion last year, it has been decided to hold the luncheon at the Savoy Hotel. Restricted to Fellows of the Institute

28 Market research for industrial products (home and export markets) seminar: for directors, general managers and senior sales executives of companies selling to industry. Application of market research techniques to marketing at home and overseas of industrial products and services will be discussed.

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

18-22 Five-day foremanship course: introduces members to a practical way of handling human and production problems so as to secure greater co-operation on the shop floor.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses in England
First Series

15-17 **Droitwich.** Practice of supervisory management: exchange of ideas and experience about the job of supervising and what the foreman must know about management.

22-24 **Bournemouth.**
29-Oct. 1 **Droitwich.** } As above.

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8-10 **Buxton.** Weighing up people and jobs: a number of practical exercises designed to help the supervisor to be more effective in matching people to jobs

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29-Oct. 1 **Troon.** Industrial relations, industrial law: a summary of the formal procedures governing relationships between workers' representatives, employers and the State with a discussion of the legislation directly affecting those responsible for the work of others.

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Non-residential courses in London

5 Conference of staff-grading and merit-rating in collaboration with the Institute of Office Management: intended for office managers and all concerned with staff administration

6 Clerical salaries and office staffing.

Residential course in London

25-29 Negotiating procedure in industrial relations: suitable for experienced personnel officers, the course covers background to techniques of negotiation. Study is by means of lectures, discussions and case-studies.

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Non-residential courses and conferences at Robert Hyde House, London

11-15 Women supervisors' tutorial course: limited to 15 delegates to permit close personal tuition, aimed at imparting a broader outlook. The course includes a visit to one of the New Towns

13-14 Operator trainers

19 Receptionists and reception/telephonists

19-21 Newly-appointed graduates

21-22 Bus industry

25 Retail staff

26 Residential hostels

26-27 Personal secretaries: refresher course for those in secretarial positions

27-28 Wage systems

28 Luncheon—Mr. John Marsh prior to his transfer to the BIM

29 Occupational nurses.

Residential conferences outside London

2-6 } **Keble College, Oxford.** Twelfth
7-11 } annual conference for apprentices—"The approach to industrial responsibility"

29-Oct. 2 **Llandudno.** Foremen and shop-stewards.

Meetings outside London

26 **Manchester.** Filmstrip demonstration.

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18-29 Course on interviewing: open only to those who have first qualified in an introductory course. Its aim is the development of skill in interviewing. Although particular attention is paid to the selection interview, the course also deals with interviews for the purpose of promotion, dealing with grievances and termination interviews.

ROFFEY PARK INSTITUTE (Horsham, Sussex)

18-22 Human relations: introduction to the principles of human relations in industry and the practical application of the principles to commercial and industrial situations. Intended mainly for experienced people, but has also been found useful for graduate management trainees.

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18-22 Business games

25-29 Mathematical programming: intended for operational research workers and for managers concerned with programming problems, who already have a knowledge of linear programming techniques.

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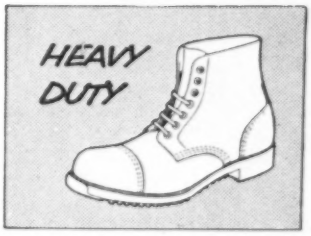

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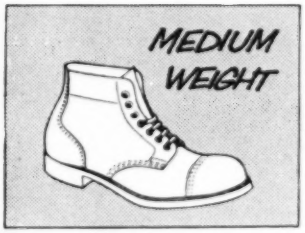

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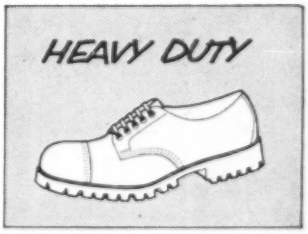

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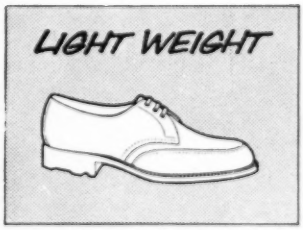

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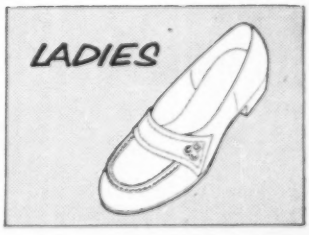

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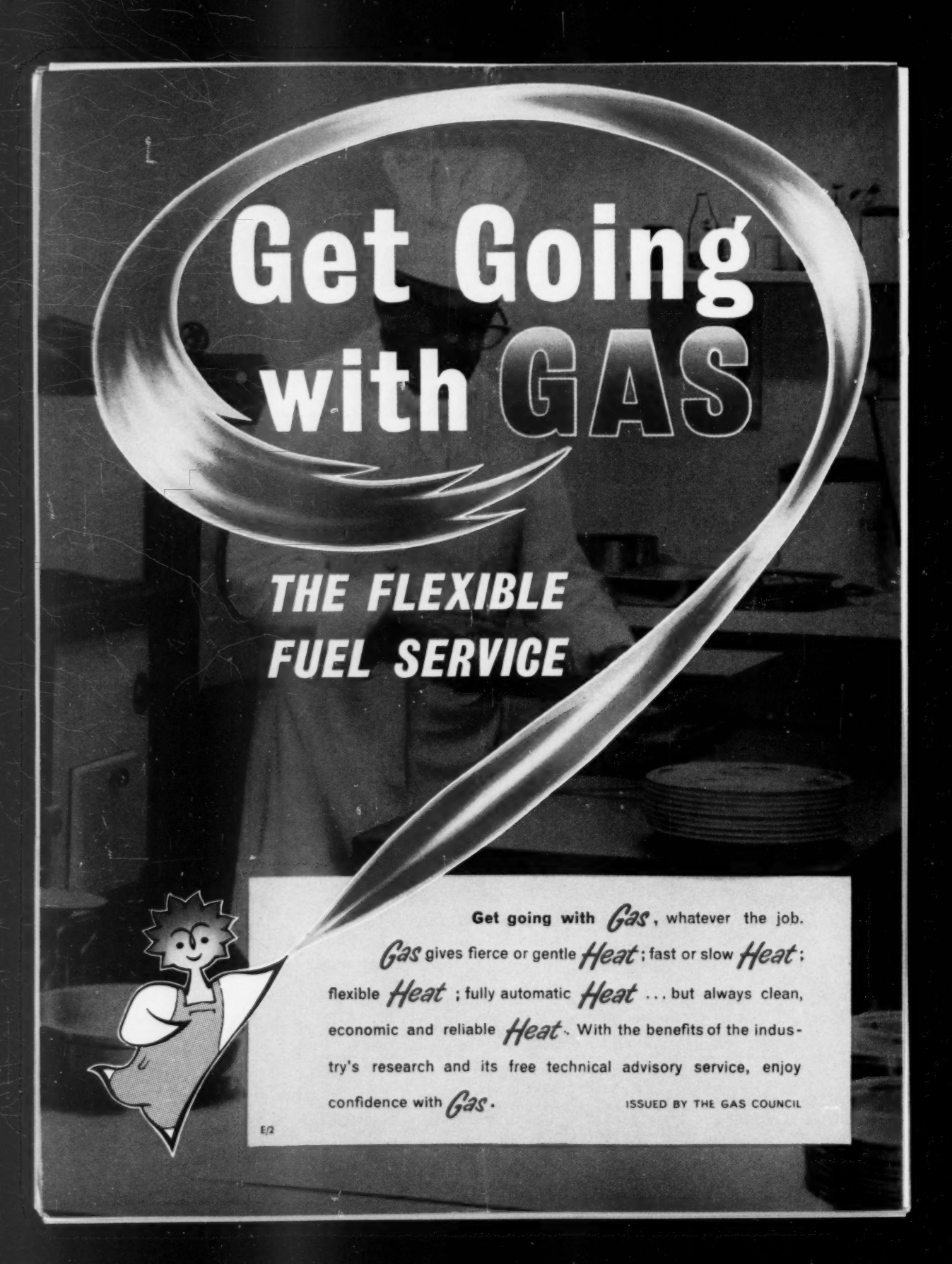
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